

City of Camarillo

Sustainability Master Plan for Municipal Operations



Adopted XXXX

CC Resolution No. YYYY -- ZZZZ

Prepared for:

City of Camarillo
601 Carmen Drive
Camarillo, California 93010

Prepared by:

Rincon Consultants, Inc.
180 North Ashwood Avenue
Ventura, California 93003



City of Camarillo Sustainability Master Plan for Municipal Operations

TABLE OF CONTENTS

1.	Introduction.....	1
1.1	Purpose of Sustainability Master Plan.....	2
1.2	Sustainability Master Plan Vision and Goals.....	3
1.3	Overview of City Operations.....	4
1.4	Our Sustainable History	4
1.5	Camarillo’s Changing Climate	5
2.	Technical Background.....	7
2.1	Energy and Water Audit Methodology and Results	7
2.2	Inventory Overview	7
2.3	Emissions Inventory	8
3.	Adaptation and Resilience.....	13
3.1	Climate Vulnerability	13
3.2	Resilience	15
4.	Sustainability Strategies	17
4.1	Co-Benefits.....	17
4.2	Sustainability Implementation.....	18
4.3	Sustainability Initiatives	24
5.	References.....	59

TABLES

Table 1	Camarillo Sustainability Master Plan – Co-Benefits.....	17
Table 2	Camarillo Sustainability Master Plan - Sustainability Pillars.....	21
Table 3	Camarillo Municipal Sustainability Leadership and GHG Emissions Reduction Measures List	23
Table 4	M-SL-1 Actions, Pillars, and Co-benefits	25
Table 5	M-SL-2 Actions, Pillars, and Co-benefits	27
Table 6	M-SL-3 Actions, Pillars, and Co-benefits	29
Table 7	M-SL-4 Actions, Pillars, and Co-benefits	30
Table 8	M-SL-5 Actions, Pillars, and Co-benefits	32
Table 9	M-SL-6 Actions, Pillars, and Co-benefits	34
Table 10	M-SL-7 Actions, Pillars, and Co-benefits	35



City of Camarillo Sustainability Master Plan for Municipal Operations

Table 11	M-BE-1 Actions, Pillars, and Co-benefits	36
Table 12	M-BE-2 Actions, Pillars, and Co-benefits	38
Table 13	M-BE-3 Actions, Pillars, and Co-benefits	39
Table 14	M-WW-1 Actions, Pillars, and Co-benefits	41
Table 15	M-TR-1 Actions, Pillars, and Co-benefits	42
Table 16	M-TR-2 Actions, Pillars, and Co-benefits	43
Table 17	M-TR-3 Actions, Pillars, and Co-benefits	45
Table 18	M-EB-1 Actions, Pillars, and Co-benefits	46
Table 19	M-EB-2 Actions, Pillars, and Co-benefits	49
Table 20	M-SW-1 Actions, Pillars, and Co-benefits	51
Table 21	M-W-1 Actions, Pillars, and Co-benefits	53
Table 22	M-NR-1 Actions, Pillars, and Co-benefits.....	55
Table 23	M-NR-2 Actions, Pillars, and Co-benefits.....	57

FIGURES

Figure 1	Intersection of Sustainability	1
Figure 2	Sustainability Master Plan Structure	3
Figure 3	History of City of Camarillo Sustainability Initiatives.....	5
Figure 4	City of Camarillo 2019 Scope 1 Municipal GHG Emissions.....	9
Figure 5	City of Camarillo 2019 Scope 2 Municipal GHG Emissions.....	10
Figure 6	City of Camarillo 2019 Scope 3 Municipal GHG Emissions.....	11
Figure 7	City of Camarillo Total 2019 Municipal GHG Emissions	12
Figure 8	City of Camarillo Sustainability Master Plan Framework	18
Figure 9	City of Camarillo Sustainability Master Plan Goals.....	19



City of Camarillo Sustainability Master Plan for Municipal Operations

APPENDICES

- Appendix A Energy and Water Audit Analysis
- Appendix B Municipal Greenhouse Gas Emissions Inventory
- Appendix C City of Camarillo Previous Sustainability Initiatives
- Appendix D Climate Vulnerability Assessment
- Appendix E Guidelines for Climate Adaptation and Resilience
- Appendix F Implementation Matrix



City of Camarillo Sustainability Master Plan for Municipal Operations

ACKNOWLEDGEMENTS

The Sustainability Master Plan for Municipal Operations (SMP) Project Team would like to acknowledge the significant contributions from the Camarillo City staff, Sanitation District, City Council, and project stakeholders, including the following:

Camarillo City Council

- Mayor Susan Santangelo
- Vice Mayor Tony Trembley
- Councilmember Kevin Kildee
- Councilmember David Tennesen
- Councilmember Martita Martinez-Bravo

City Management

- Greg Ramirez, City Manager
- Carmen Nichols, Assistant City Manager

Sustainability Master Plan for Municipal Operations Project Team Lead

- Michelle Glueckert D'Anna, Assistant to the City Manager

Internal Stakeholder Team

- Alonso Ramirez, Principal Management Analyst
- Dave Klotzle, Director of Public Works
- James Campero, Assistant Director of Public Works – City Engineer
- Ken Matsuoka, Deputy Director Public Works/Environmental
- Andrew Grubb, Principal Civil Engineer
- Shaun Kroes, Public Works Administrator
- John Thomas, Assistant Director of Administrative Services
- Emad Gewaily, Assistant Director of Finance
- Jaclyn Lee, Planning Manager
- Paul McClaren, Senior Planner

Consultant Team

Rincon Consultants, Inc.



Willdan Group



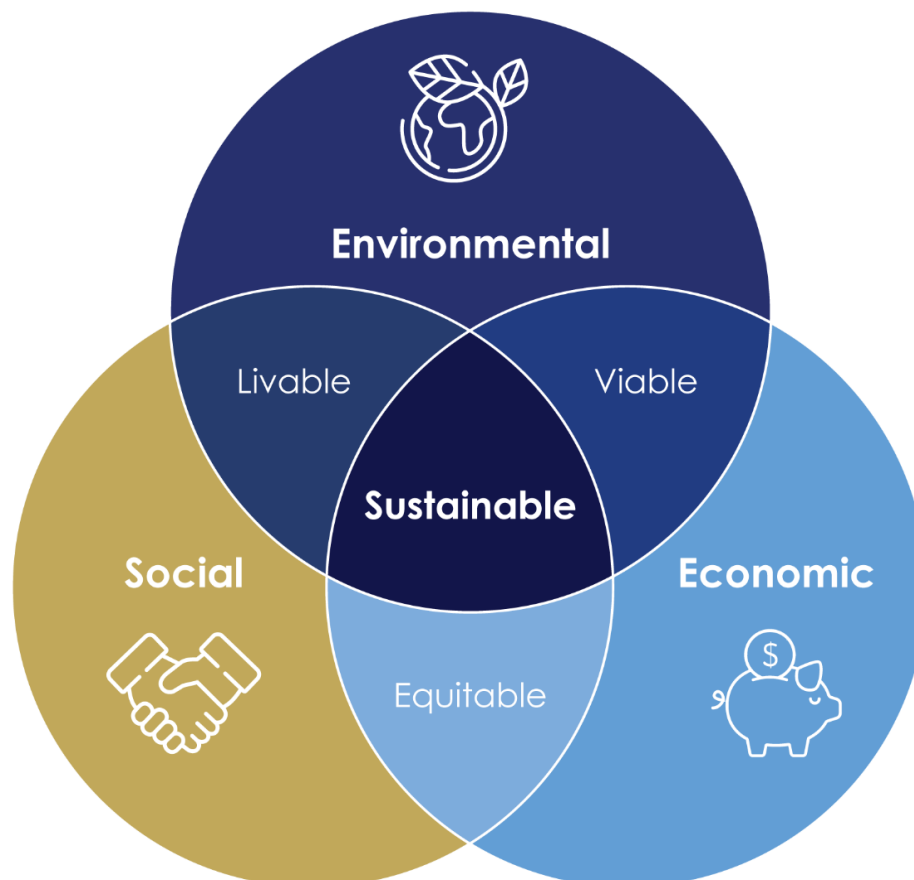


City of Camarillo Sustainability Master Plan for Municipal Operations

1. INTRODUCTION

The City of Camarillo has developed an integrated approach to address sustainability in our infrastructure and operations, establishing the City as a sustainability leader in the region. The Sustainability Master Plan (SMP) for Municipal Operations is a living policy document which is regularly reviewed and updated, through the leadership of the City Council. The SMP lays the groundwork for municipal initiatives that the City can use to achieve the sustainable vision and goals established for Camarillo's municipal operations in a fiscally responsible, technologically feasible, and efficient manner. This section outlines the history of sustainability-related leadership in Camarillo, summarizes the anticipated impacts of climate change, and establishes the concept of how Camarillo plans to implement sustainability across all facets of City government, rising to the challenge of building a climate-ready community, meaning one that accesses the vulnerabilities related to climate change; develops, and implements mitigation and adaptation strategies; and engages and educates stakeholders in the process.

Figure 1 Intersection of Sustainability





City of Camarillo Sustainability Master Plan for Municipal Operations

The SMP defines sustainability in accordance with the United Nations, as *“meeting the needs of the present without compromising the ability of future generations to meet their own needs”* (United Nations 1987). Sustainability is supported by three principles: environmental protection, social equity, and economic viability, as shown in Figure 1. The City views sustainability as a system-based approach that seeks to balance environmental protection with social and economic development, in a fiscally responsible manner, to shape a more livable community. The goal is to create solutions that not only protect the environment but also improve quality of life, create jobs, and promote economic prosperity. This includes efforts to *green* the City, transition to clean energy, modernize infrastructure, and redefine the transportation system to better meet the needs of current residents and visitors, as well as future generations.

1.1 Purpose of Sustainability Master Plan

The primary purpose of the City of Camarillo’s SMP is to provide a specific roadmap for Camarillo’s municipal operations to become more sustainable and resilient to climate change, while reducing greenhouse gas (GHG) emissions. The City recognizes the importance of integrating more holistic solutions, in a fiscally responsible manner, to make the City more sustainable, while utilizing numeric metrics, such as GHG emissions to monitor success. The SMP is built on analysis completed as part of an energy and water audit (Appendix A), as well as analysis of municipal emission sources (Appendix B) and builds off the City’s existing sustainability efforts to establish a set of measures and actions to make the City’s operations more sustainable and resilient to climate impacts, while measurably reducing GHG emissions. These strategies and actions align with the state’s goals and objectives of reducing GHG emissions 40% below 1990 levels by 2030 to reach the goals established by Senate Bill 32 and becoming carbon neutral by 2045 to reach the goal established by Assembly Bill 1279. These strategies and actions will also allow the City to lead by example and galvanize support for broader sustainability as well as climate action and adaptation within the region. The SMP outlines the City’s current framework for a *Resilient Camarillo*, which includes a variety of past, ongoing, and future initiatives, as shown in Figure 2.

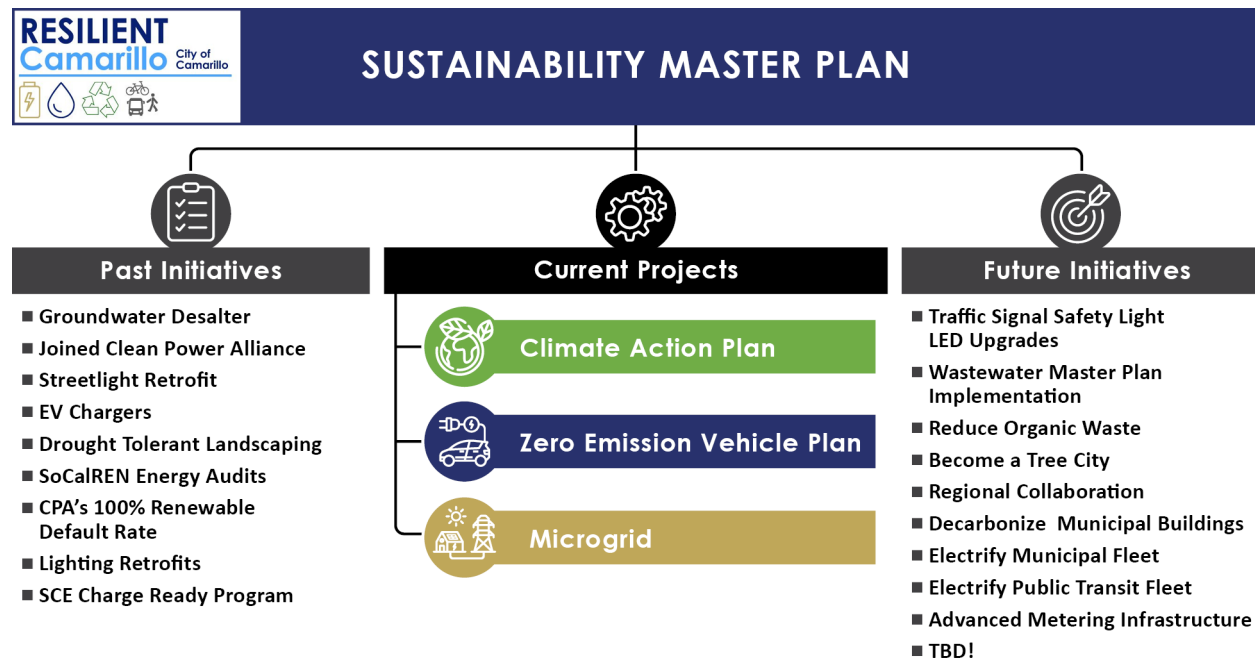
Additionally, the SMP serves as a planning resource for the City Council, City staff, and stakeholders, outlining the metrics for success (e.g., key performance indicators [KPI]), responsible departments, potential sources of funding, and key partners for future sustainability projects. The SMP identifies areas for Camarillo to grow as a sustainability leader by identifying strategy gaps, and future opportunities for sustainability action. The City will utilize this opportunity to highlight and build-on past achievements, identify current opportunities for sustainability improvement projects, and be a resource for future sustainability planning projects. Furthermore, the SMP is developed to anticipate sustainability and climate-related challenges and to ease transitions to make action seamless for the City Council and City Staff, as



City of Camarillo Sustainability Master Plan for Municipal Operations

well as community members, partners, and other stakeholders. Finally, as mentioned in Chapter 1, *Introduction*, the SMP is a living document that will evolve over time as progress is made and new technology becomes available, integrating the current best practices to demonstrate our commitment to sustainability and understanding of the importance of tracking and transparently showing progress, in a fiscally responsible manner.

Figure 2 Sustainability Master Plan Structure



The City of Camarillo recognizes that everyone plays a role in mitigating the impacts of climate change and moving towards a more sustainable and resilient Camarillo. Achieving the ambitious goals set out in this plan will require cross-departmental collaboration and innovative transformations. In addition to establishing a framework for the City's sustainability efforts, the SMP seeks to engage, educate, and inspire the Camarillo community to act, by demonstrating that the City is committed to making substantial progress towards these shared goals.

1.2 Sustainability Master Plan Vision and Goals

Camarillo is committed to providing cost-effective, fiscally responsible, technologically feasible, efficient municipal services to the public while minimizing impacts on the environment. All goals, measures, and actions undertaken by the City in implementing this SMP – whether current or prospective – shall be evaluated using these key criteria. In working towards this goal, the City envisions a sustainable organization that leads by example. To



City of Camarillo Sustainability Master Plan for Municipal Operations

Camarillo, a sustainable organization means one that attracts and retains a committed and talented workforce to implement resource conservation, climate mitigation, and climate adaptation actions that are equitable, innovative, and fiscally responsible. As an organization that succeeds at being a desirable place to work while shrinking its operational footprint and building resilience, the City will continue to provide cost-effective, efficient municipal services to the public as we lead the broader community towards holistic environmental sustainability and long-term carbon neutrality.

1.3 Overview of City Operations

The City of Camarillo's municipal operations include the day-to-day activities that serve our unique community of approximately 70,000 residents (United States Census Bureau 2022). The municipality has ten total departments, three of which are responsible for the long-range planning and economic development of the community along with providing high-quality public works and utility services (Camarillo 2020):

- City Manager's Office
- Community Development
- Public Works

From providing a dependable water supply, to maintaining City landscapes and overseeing public transit, City staff work daily to serve the residents, businesses, and visitors of Camarillo. Additionally, to achieve efficiencies, the City contracts for police services, library services, building and safety, legal services, landscaping, transit operations, trash collection, and other services to control costs and exhibit fiscal prudence with taxpayer dollars. This structure enables Camarillo to keep up the City's infrastructure such as transportation networks, sanitary systems, storm drainage systems, buildings and grounds via the Department of Public Works and Capital Improvement Program, among other critical City services.

1.4 Our Sustainable History

The City of Camarillo has worked diligently throughout the years to augment the sustainability of its operations by implementing a variety of clean energy, energy efficiency, fleet electrification, and water reliability initiatives that have paved the way for the development of this SMP. Recent highlights include lighting retrofit projects, which will replace existing antiquated lights with light emitting diode (LED) lights that are controlled by motion sensors and daylighting (e.g., controlled use of natural light in and around buildings), as well as the installation of a robust electric vehicle charging network. A summary of Camarillo's sustainability accomplishments over the past



City of Camarillo Sustainability Master Plan for Municipal Operations

decade is provided in the timeline below (Figure 3), and a more detailed summary can be found in Appendix C.

Figure 3 History of City of Camarillo Sustainability Initiatives



1.5 Camarillo's Changing Climate

As a result of climate change, communities around the world are experiencing unprecedented impacts related to temperature, precipitation, sea level rise, and more. The City of Camarillo is no exception. These impacts both directly and indirectly affect the City's local health, natural resources, infrastructure, emergency response, and many other aspects of society. The City's Climate Vulnerability Assessment (CVA), included as Appendix D, provides a robust review of the potential effects of climate change across Camarillo.

The impacts of climate change on Camarillo's municipal operations mirror the impacts of climate change on the Camarillo community. Additionally, the City manages a large array of critical infrastructure and services that are vulnerable to climate change. Assets within this category include water services, wastewater, solid and hazardous waste and recycling, emergency services, utilities and major utility corridors, public transportation, roadways, and active



City of Camarillo Sustainability Master Plan for Municipal Operations

transportation routes. The impacts of climate change on municipal staffing and operations may be wide-ranging, from the impact of potential extreme-heat-induced power outages in municipal facilities to increased smoke exposure due to wildfires for the City's outdoor workforce. Key potential impacts on municipal staffing and operations include heat-related illness and grid overload, which could cause power outages due to extreme heat. In Camarillo, extreme heat days are defined as days with temperatures that exceed the threshold of 92.1°F.¹ Based on current projections, the annual number of extreme heat days in Camarillo is expected to increase from 4 days annually to 11 days by mid-century, and to 24 extreme heat days by end-century.

Potential impacts on the City's operation include direct impacts to City facilities and emergency response, increased costs for infrastructure repairs and resilience following storm, fire, or and landslide events. Potential impacts on the City's workforce include decreased air quality due to wildfire smoke impacts, which will impact the City's outdoor workforce. Additionally, wildfire events may lead to direct impacts on City-owned and operated buildings and infrastructure. Increases in precipitation extremes, coupled with fluctuating drought conditions and the increased instances of wildfires, can make Camarillo more susceptible to precipitation-induced landslides, which can result in property damage, as experienced in the 2014 Camarillo Springs precipitation-induced mudslides.

Although the effects of climate change are already being experienced, it is not too late to act. As a City, Camarillo will work collectively to improve municipal resilience and lessen the effects of climate change. As a team, the City of Camarillo and our community partners are excited for the opportunity to build a sustainable future that brings pride to our community and reflects the character of the City – safe, family-friendly, and economically prosperous.

¹ City of Camarillo Climate Vulnerability Assessment (CVA), 2022. (Appendix D). All numbers cited here on the future effects of climate change reference the CVA. Please refer to the CVA for more information on the effects of climate change on Camarillo, which include extreme heat, volatile rain, and increased risk of wildfire.



City of Camarillo Sustainability Master Plan for Municipal Operations

2. TECHNICAL BACKGROUND

The City of Camarillo completed an energy and water audit analysis (Appendix A) as well as a municipal GHG emissions inventory (Appendix B) summarizing municipal operations to provide a technical, science-based foundation for the SMP that measures and actions (Chapter 3) were built upon.

2.1 Energy and Water Audit Methodology and Results

The audit was completed with support from Willdan Group (Willdan), and analyzed the operations at the facilities that the City owns and/or operates, including:

- City Hall
- The Corporation Yard
- Police Station
- Water Reclamation Plant
- Camarillo Ranch
- Library

Audits were performed at each location and recommended efficiency measures to capture savings associated with lighting, HVAC, landscaping, and electric vehicle charging infrastructure were developed. The audit took place over a two-day period in July 2022, and it was determined that there are a variety of solutions that could be implemented to improve sustainability across all facilities, including opportunities to upgrade specific antiquated lighting fixtures and fittings, retro-commissioning of existing HVAC units, replacement of lawns and water-dependent landscaping, and installation of photovoltaic (PV) carports. The findings of the waste and energy audit are provided in detail in Appendix A and the recommendations are integrated into the sustainability strategies in Chapter 4.

2.2 Inventory Overview

A GHG emissions inventory identifies the major sources and quantities of GHG emissions within a jurisdiction's boundaries for a given year. Municipal GHG emissions are a subset of community GHG emissions, meaning that they are included in the overall community emissions and summarized separately to allow the City to lead by example. Estimating GHG emissions enables local governments to establish an emissions baseline, track emissions trends, identify the greatest sources of GHG emissions within their jurisdiction, and set targets for future reductions.



City of Camarillo Sustainability Master Plan for Municipal Operations

The 2019 Municipal GHG Emissions Inventory includes all emissions occurring within the City of Camarillo's direct jurisdictional authority (i.e., sources of emissions resulting from facilities and services that the City owns and/or operates).² These sources include buildings, vehicle fleet, transit fleet, wastewater treatment, employee commute, water consumption, streetlights/traffic signals, solid waste generation, and business travel. The reporting and calculation of GHG emissions use the best available data and are consistent with the methodologies outlined by the Local Government Operations Protocol (LGOP) (California Air Resources Board [CARB], et. Al. 2010).

The results of GHG emission calculations are presented by emissions scope, relating to the degree of control the City has over emissions sources, and the specific sources that the emissions are associated with. Emissions sources are categorized as direct (i.e., Scope 1) or indirect (i.e., Scope 2 or Scope 3), in accordance with the World Resources Institute and the World Business Council for Sustainable Development's Greenhouse Gas Protocol Corporate Standard, which are summarized below:

- **Scope 1:** Direct GHG emissions from sources within the City's operations that it owns and/or controls. This includes stationary combustion to produce electricity, steam, heat, and power equipment; mobile combustion of fuels; process emissions from physical or chemical processing; fugitive emissions that result from production, processing, transmission, storage, and use of fuels; and other sources.
- **Scope 2:** Indirect GHG emissions associated with the consumption of electricity, steam, heating, or cooling that are purchased from a utility provider that also provides energy to other jurisdictions and/or is located outside City boundaries.
- **Scope 3:** All other indirect GHG emissions not covered in Scope 2, such as emissions resulting from the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the City (e.g., employee commuting and business travel, outsourced activities, waste disposal, etc.).

2.3 Emissions Inventory

An overview of Scope 1-3 GHG emissions resulting from the City of Camarillo's operations in 2019 are outlined below. The 2019 GHG inventory references 100-year GWP for each gas that are consistent with the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report, which were also used by the state in their latest GHG emissions inventory. The global warming potential (GWP) refers to the ability of each gas to trap heat in the atmosphere. For example, one pound of methane gas has 28 times more heat capturing potential than one pound of carbon

² The data year of 2019 was chosen based on the most current set of available data and the considerations around the COVID-19 pandemic, which resulted in anomalous data for 2020 and 2021.



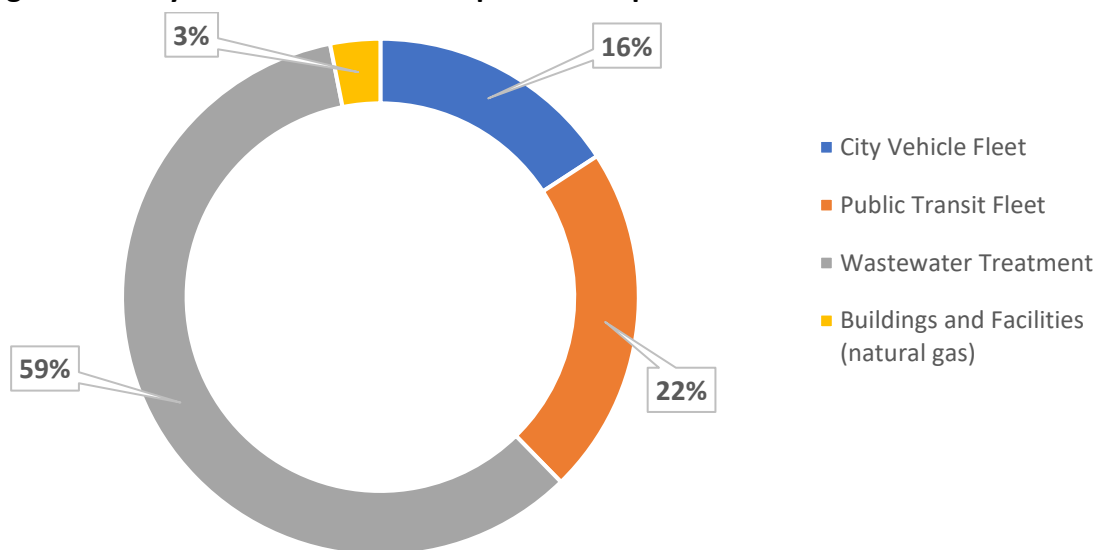
City of Camarillo Sustainability Master Plan for Municipal Operations

dioxide gas. GHG emissions are reported in metric tons of CO₂ equivalent (MT CO₂e), which is a metric/unit that GHG emissions are reported per standard practice; when dealing with an array of emissions, the gases are converted to their carbon dioxide equivalents for comparison purposes.

A. SCOPE 1

Included in the Scope 1 GHG emissions sources are City-owned buildings and facilities (i.e., stationary natural gas combustion), the City's vehicle and public transit fleet, and the Camarillo Sanitary District (CSD) Water Reclamation Plant. With the CSD Water Reclamation Plant fully owned and operated by the City, it is included as a Scope 1 GHG emissions source. Total Scope 1 GHG emissions in 2019 were 2,853 MT CO₂e, accounting for 75% of all Scope 1-3 emissions. This is largely a result of the CSD Water Reclamation Plant, which accounted for 59% of the Scope 1 GHG emissions due to the scale of operations (i.e., serving about 75% of the City population) and significant nitrous oxide emissions because of wastewater treatment. Wastewater treatment generated 1,691 MT CO₂e in 2019. The City's vehicle and public transit fleet (i.e., mobile combustion of fossil fuels) resulted in 451 MT CO₂e and 623 MT CO₂e, respectively, accounting for about 38% of total Scope 1 GHG emissions. Lastly, City-owned buildings and facilities resulted in 89 MT CO₂e from the stationary combustion of natural gas for space and water heating, accounting for only about 3% of total Scope 1 GHG emissions. See Figure 4 for a summary of the Scope 1 municipal GHG emissions.

Figure 4 City of Camarillo 2019 Scope 1 Municipal GHG Emissions



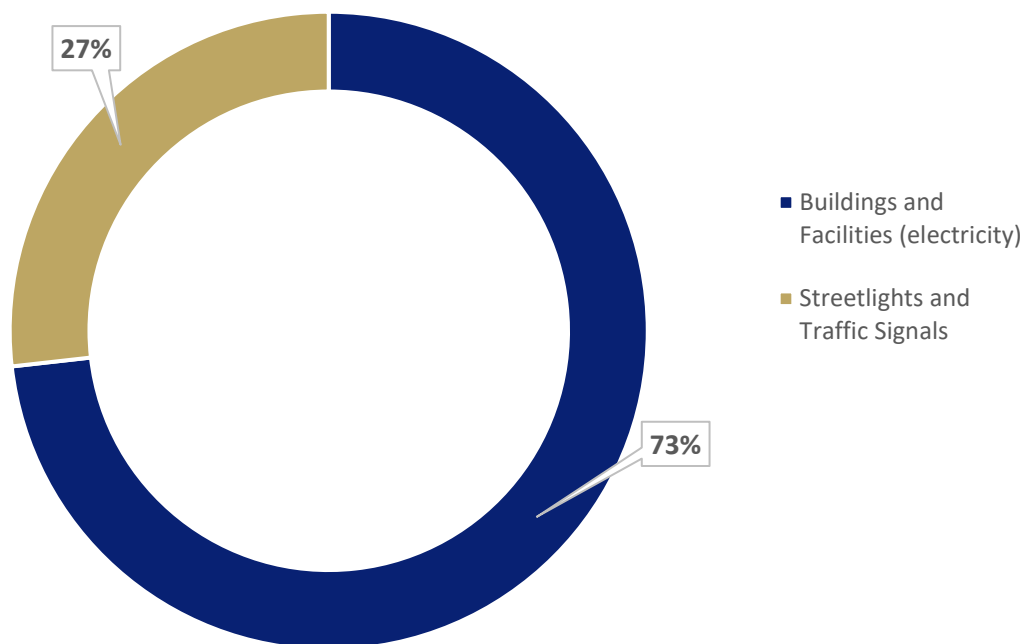


City of Camarillo Sustainability Master Plan for Municipal Operations

B. SCOPE 2

Included in the Scope 2 GHG emissions sources are City-owned buildings and facilities (i.e., purchased electricity) and streetlights and traffic signals. Total Scope 2 GHG emissions in 2019 were 189 MT CO₂e, accounting for only 5% of all Scope 1-3 emissions. Purchased electricity used for lighting, refrigeration, HVAC, and other uses in buildings and facilities resulted in 138 MT CO₂e, accounting for about 73% of total Scope 2 GHG emissions. Purchased electricity used for streetlights and traffic signals resulted in about 51 MT CO₂e, accounting for about 27% of total Scope 2 GHG emissions. See Figure 5 for a summary of the Scope 2 municipal GHG emissions.

Figure 5 City of Camarillo 2019 Scope 2 Municipal GHG Emissions



C. SCOPE 3

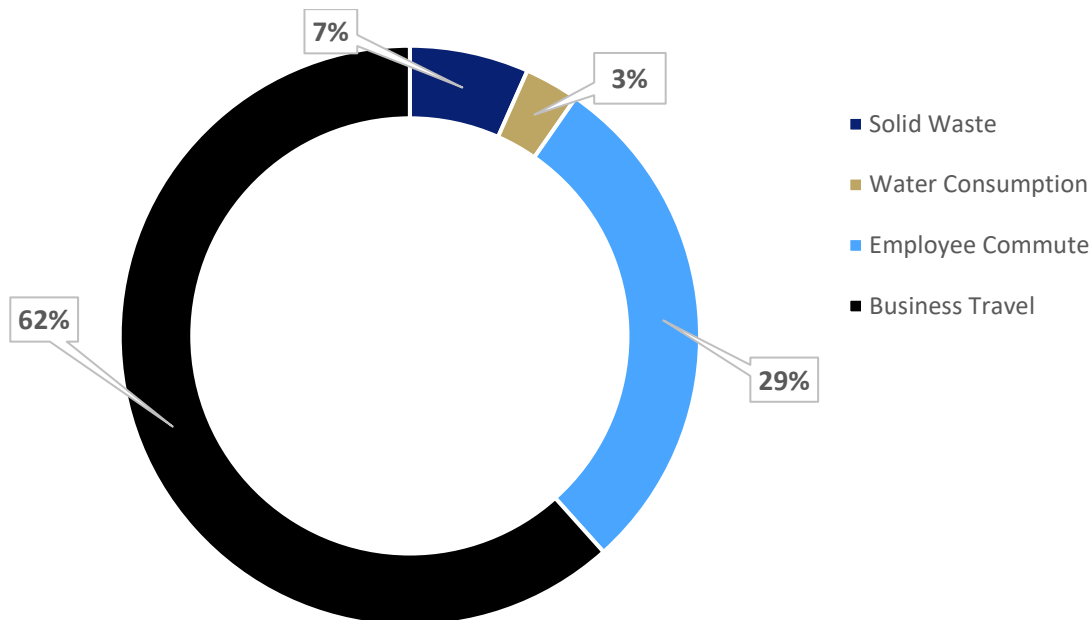
Included in the Scope 3 GHG emissions sources are City-related water consumption, solid waste, employee commute, and business travel. Total Scope 3 GHG emissions in 2019 were 789 MT CO₂e, accounting for 21% of all Scope 1-3 GHG emissions. Business travel accounts for most of the GHG emissions in the Scope 3 category, resulting in 486 MT CO₂e, or 62% of the total Scope 3 GHG emissions. This includes all business-related car, train, and airplane travel in 2019. GHG emissions from employee commute (i.e., the mobile combustion of fossil fuels as employees



City of Camarillo Sustainability Master Plan for Municipal Operations

travel to and from work) generated 226 MT CO₂e, or about 29% of the total. GHG emissions from the anaerobic breakdown of landfilled solid waste (i.e., non-organic waste and organic waste) generated 52 MT CO₂e, or 7% of the total. Accounting for 3% of the total Scope 3 GHG emissions was water consumption, which generated 24 MT CO₂e from the electricity used to deliver water to City facilities, as well as the energy used to treat and convey the water prior to delivery. See Figure 6 for a summary of the Scope 3 municipal GHG emissions.

Figure 6 City of Camarillo 2019 Scope 3 Municipal GHG Emissions



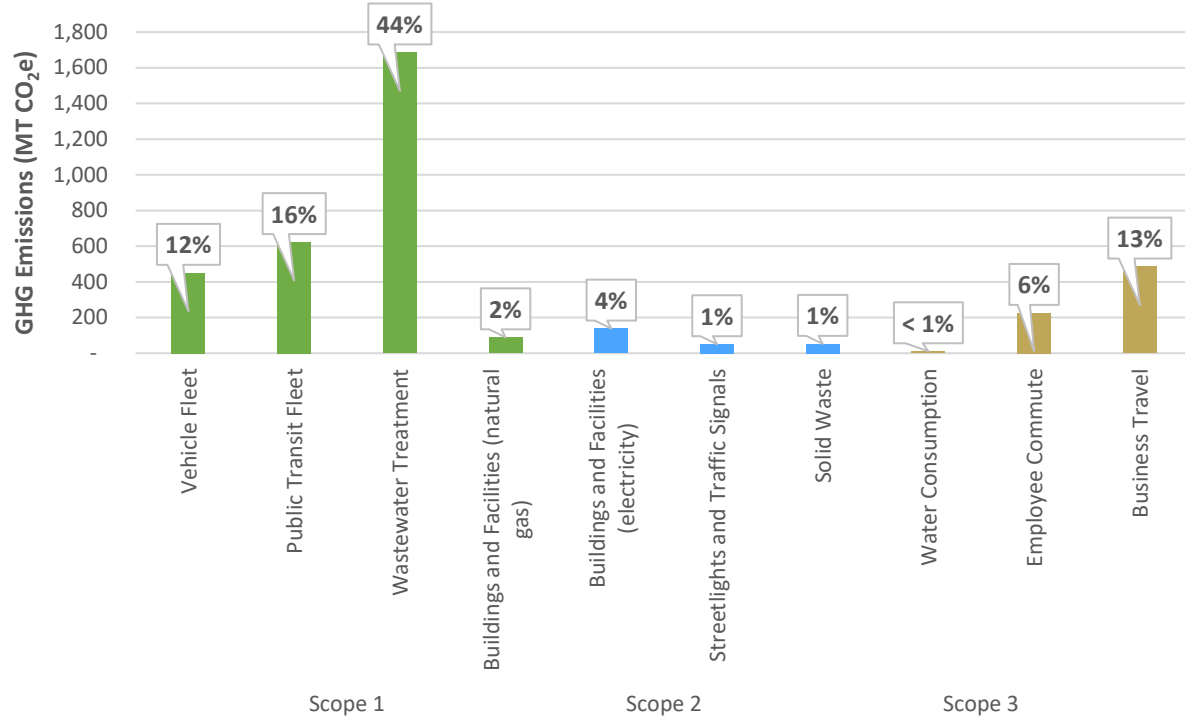
D. TOTAL GHG EMISSIONS

In 2019, Scope 1-3 municipal GHG emissions totaled 3,806 MT CO₂e. Scope 1 GHG emissions accounted for 75% of the total, Scope 2 GHG emissions accounted for 5%, and Scope 3 GHG emissions accounted for 21%. Figure 7 presents a summary of the City's total municipal GHG emissions for 2019 (i.e., Scopes 1, 2, and 3) and displays each sector's share of the total GHG emissions.



City of Camarillo Sustainability Master Plan for Municipal Operations

Figure 7 City of Camarillo Total 2019 Municipal GHG Emissions





City of Camarillo Sustainability Master Plan for Municipal Operations

3. ADAPTATION AND RESILIENCE

As we work to mitigate the greatest impacts of climate change, we must also adapt, or adjust, to our changing world both collectively and independently. Even with deep reductions in GHG emissions, it is anticipated that global temperatures will continue to rise (National Oceanic and Atmospheric Administration [NOAA] 2022). Therefore, it is necessary to prepare for the future by increasing our adaptive capacity, which is the potential or ability of a system, region, or community to adapt to the effects or impacts of climate change. Adapting to climate change involves adjusting to and preparing for actual or expected future climate risks as well as taking advantage of any opportunities that are associated with our changing climate (National Aeronautics and Space Administration [NASA] 2023). Over the last decade, scientists have measured the warmest years on record, while sea level rise has reached a new high (World Meteorological Organization [WMO] 2021). Collectively, the City, community, and surrounding region will adapt to the changing climate by reducing our vulnerability to its impacts, which will require fortifying existing resources to avoid the greatest risks and using new and innovative technologies to overcome challenges.

3.1 Climate Vulnerability

Vulnerability refers to the level or degree to which an individual or entity can cope with the adverse impacts of climate change. The three dimensions that make up climate vulnerability are *exposure*, *sensitivity*, and *adaptive capacity*. Exposure refers to the presence of people, infrastructure, natural systems, and economic, cultural, and social resources in areas that are subject to harm. Sensitivity refers to the degree to which a species, natural system, community, asset, or other associated system would be affected by changing climate conditions. Finally, adaptive capacity refers to our ability to respond and cope with the impacts of climate change, including the availability of resources, governance structures, and social networks. By considering all three dimensions of vulnerability, we can develop more effective strategies to address the challenges posed by climate change and build a more resilient future.

Climate change is already having significant impacts on cities in California, making them more vulnerable to a range of hazards such as extreme heat, wildfire, flooding, landslides, and other natural disasters. As outlined in the Camarillo CVA (Appendix D), vulnerability is based on the combination of potential impacts and adaptive capacity, which is identified in the *Vulnerability Analysis* section of the CVA, as shown in Appendix D. The CVA also provides a list of vulnerable population groups and assets for which adaptation policies and programs should be developed and implemented to increase community resilience.



City of Camarillo Sustainability Master Plan for Municipal Operations

Highly vulnerable population groups and assets in Camarillo include sensitive population groups (e.g., under-resourced individuals, individuals facing societal barriers, individuals with chronic health conditions, etc.), natural and managed resources, buildings and facilities, and critical infrastructure and services. These groups and assets are briefly discussed below. For a more detailed account of each asset, please refer to Appendix D.

A. SENSITIVE POPULATION GROUPS

Sensitive population groups, such as under-resourced individuals and those with pre-existing medical conditions, are disproportionately impacted by climate change. In Camarillo, these populations are vulnerable to extreme heat and warm nights, drought, wildfire, landslides, and air quality impacts. These populations often do not have access or the ability to afford resources needed to prepare for, cope with, and recover from climate change impacts, and are more likely to live in areas that are more vulnerable to climate-related hazards. For example, low-income families may be more likely to live in areas with poor air quality or in homes that are not equipped to withstand extreme weather events, or individuals with respiratory conditions such as asthma or chronic obstructive pulmonary disease (COPD) may be more sensitive to the effects of air pollution and smoke from wildfires.

B. BUILDINGS AND FACILITIES

Buildings and facilities in Camarillo are vulnerable to the effects of climate change, especially extreme heat and warm nights, wildfire, and poor air quality. The increasing frequency and intensity of heatwaves can cause structural damage to buildings, contribute to higher energy consumption for cooling purposes, and impact occupants of buildings and facilities that are not adequately weatherized for increased temperatures. Wildfire, on the other hand, can damage or destroy buildings and homes, particularly in areas that are located within or near Camarillo's wildfire hazard zones. Air quality impacts from wildfires also threaten buildings, with smoke potentially entering indoor spaces, making it unhealthy to breathe (United States Environmental Protection Agency [U.S. EPA] 2023a).

C. NATURAL AND MANAGED RESOURCES

Natural and managed resources are also at risk, as the changing climate stresses natural ecosystems beyond their capacity to absorb individual climate hazards. Similarly, agricultural ecosystems, a staple of the Camarillo economy, face increased stress due to climate-related hazards. Natural and managed resources in Camarillo are highly vulnerable to extreme heat and warm nights, drought, wildfire, and landslides. Extreme heat can cause stress to plant and animal species, reduce soil moisture, and increase the risk of wildfires. In natural ecosystems, this can result in reduced plant productivity and changes in species composition. In agricultural systems,



City of Camarillo Sustainability Master Plan for Municipal Operations

extreme heat can lead to crop failure, reduced yields, and increased water demand. Like extreme heat, drought is linked to declines in crop yields, increased costs, and decreased crop profitability. Drought can result in regional losses of crops and can also lead to statewide water shortages. Wildfire, on the other hand, can have the largest direct impact on natural and managed resources. Depending on the severity and frequency, wildfire can destroy crops, natural and working lands, and disrupt rangeland operations, while wildfire smoke can stress the health of crops and livestock. Wildfire can also reduce natural habitat quality and increase soil erosion, setting the foundation for landslides.

D. CRITICAL INFRASTRUCTURE AND SERVICES

Critical infrastructure and services, such as transportation systems, water and energy supply, and emergency services are vulnerable to climate hazards in Camarillo, including extreme heat, drought, wildfire, riverine and stormwater flooding, and air quality impacts. Increased temperatures can cause buckling of highways, railroad tracks, and premature deterioration of infrastructure; additionally, extreme heat could result in an overwhelmed electricity grid and subsequent blackouts or power safety shutoffs. Wildfire can also severely damage critical facilities, especially those located within Camarillo's Very High Fire Hazard Severity Zones (VHFHSZ). If not directly damaging, increased frequency of wildfires can place strain on fire and emergency services, and evacuation routes could be disrupted during a wildfire event limiting emergency responders' access and the ability of individuals to safely evacuate an impacted area.

3.2 Resilience

Resilience is defined as the ability to recover quickly and adapt to new, unique, or difficult situations. In general, California has proven to be resilient and communities as well as individual residents throughout the state continue to take steps to enhance resilience by protecting and repairing hillsides to reduce fire risk and damage, exploring, and implementing large scale renewable energy projects, and investing in technologies of the future. As mentioned in Chapter 1, risks of climate change in the City of Camarillo include increasing temperatures, decreased rainfall, and more frequent heat waves. Public health may be negatively impacted because of these changing environmental conditions including extreme weather events, changes in temperature and rainfall that decreases water supply, worsening air quality, and increases in allergens and air pollutants (U.S. EPA 2023b).

These impacts will have inequitable effects on the City's infrastructure, environment, and economy. Being resilient will require the City to adapt to these vulnerabilities and continue to operate in a sustainable environment with a healthy economy and an emphasis on protecting those who may face the greatest impacts. Although the climate is changing, we can actively make a difference and work collectively to reduce the potential worst-case scenario impacts of climate



City of Camarillo Sustainability Master Plan for Municipal Operations

change and the inequity associated with those impacts while also preparing for the realities of our future. However, it will take preparation and conscientious change to make sure the community is prepared for those impacts.

A. GUIDELINES FOR CLIMATE ADAPTATION AND RESILIENCE

As part of the SMP a set of design considerations and guidelines were developed in the form of a checklist for Capital Improvement Plan (CIP) Projects. This checklist is intended for use by City staff to identify opportunities to integrate climate adaptive features into future projects. Potential types of CIP projects include stormwater, roadway, fire station/police station, government facilities and buildings, parks, vegetation management, underground utilities and treatment sites, wastewater, and flood control projects. By using the checklist (Appendix E), City staff will be better positioned to identify climate adaptation co-benefits for their CIP projects. This effort was informed by the Camarillo CVA (Appendix D) which analyzes the greatest climate risks to the City, as well as the Southern California Association of Governments (SCAG) Regional Climate Adaptation Framework (SCAG 2023). Based on the identified vulnerabilities in the CVA, including City-owned assets and City-run services, a range of design considerations that would reduce vulnerabilities and increase governance capacity to be better prepared to address the negative impacts of climate change have been identified. The checklist is intended to provide specific steps to integrate adaptation and resilience strategies into capital projects for use by City staff, as well as consultants and developers that work on City projects. Additionally, measures and actions related to adaptation and resilience are included more broadly in Chapter 4.



City of Camarillo Sustainability Master Plan for Municipal Operations

4. SUSTAINABILITY STRATEGIES

The strategies outlined in this plan establish the City of Camarillo as a leader in sustainability, climate action, and adaptation, whose endeavors will achieve meaningful emissions reductions, adapt operations to climate change, and help build a sustainable and resilient community for current and future generations. The strategies build upon existing efforts and have been crafted to guide the City toward more sustainable municipal operations and practices, as well as inspire the community to take further action.

4.1 Co-Benefits

Co-benefits are defined as the positive and additional outcomes that result from actions or policies implemented to address climate change that go above and beyond the action's overt goal of increasing sustainable operations. For the SMP, co-benefits include cost savings (e.g., from building energy efficiencies), GHG emissions reductions, improved public health (e.g., improved air quality), increased community resilience, protection of natural resources, and skill-building and educational opportunities. Each of the co-benefits are described in Table 1.

Table 1 Camarillo Sustainability Master Plan – Co-Benefits

Co-benefit	Description
Cost savings	Refers to the reduction in expenses that can be achieved through various measures, such as improving operational efficiency, reducing waste, or utilizing renewable resources, as well as the acquisition of grant funding, which reduces the direct costs to the City
GHG Emissions Reductions	Refers to the mitigation of climate change and its associated impacts
Improved Public Health	Refers to creating a healthier community with less respiratory illnesses by improving indoor and outdoor air quality, improving life and property safety through efforts to increase adaptive capacity, and improving quality of life and comfort by creating more opportunities for physical activity, increasing access to green spaces, and maintaining thermal comfort
Increased Resilience	Refers to the ability of our community to withstand and recover from environmental and social challenges, such as natural disasters, economic disruptions, or social unrest
Protection of Natural Resources	Refers to the preservation and conservation of natural ecosystems and the biodiversity they support
Skill-building and Educational Opportunities	Refers to the opportunities for residents and City staff to develop new skill sets and expertise in areas related to sustainability



City of Camarillo Sustainability Master Plan for Municipal Operations

4.2 Sustainability Implementation

The goals and supporting actions outlined in this chapter were developed and refined using the elements described above and ultimately establish the City of Camarillo’s next steps to work towards becoming more sustainable.

A. SUSTAINABILITY FRAMEWORK

This SMP is designed to increase sustainability through the implementation of feasible, achievable, and fiscally responsible, yet ambitious strategies and goals. The initiatives included in the SMP are structured in a stepwise manner, with goals, measures, and actions. Each goal provides an overarching topic with which the measures align. The measures included under each goal are intended to pull in the same direction, providing effective and realistic means for making progress towards sustainability efforts. This framework is shown in Figure 8.

Figure 8 City of Camarillo Sustainability Master Plan Framework



Each of the measures aligns with one of the comprehensive goals shown in Figure 9 to increase sustainability throughout the City. The selection of sustainability and GHG reduction measures for the SMP was an iterative process with City staff and stakeholders; informed by the energy and water audit completed by Willdan and 2019 municipal GHG inventory; see Appendix A and B,



City of Camarillo Sustainability Master Plan for Municipal Operations

respectively; and informed through multiple discussions with the Policy Committee of the City Council.

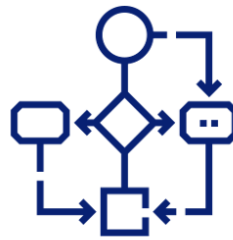
Figure 9 City of Camarillo Sustainability Master Plan Goals



Leadership



Infrastructure



Operations



**Natural
Environment**

LEADERSHIP

Leadership is showing up. It provides the essential framework for achieving sustainability goals through leading by example, and guiding as well as inspiring individuals and organizations to make responsible and ethical decisions that prioritize environmental conservation, social equity, and economic prosperity for present and future generations. By leading through example and embracing a culture of sustainability that emphasizes the importance of reducing our emissions and becoming more resilient, we can spur action across the community. City leadership is essential to effectuate broad, sustainable change, including climate action and resilience policy implementation and serves as a realistic, yet inspiring model the community can follow. With changes in lifestyle and behaviors playing a significant role in mitigating the greatest impacts of climate change, the City of Camarillo will lead by example through visible efforts to implement and monitor sustainability initiatives. Additionally, the City will increase internal and external communications to identify and promote sustainability leaders and showcase areas that have been the most successful, while preliminarily identifying opportunities to overcome hurdles in the future.

INFRASTRUCTURE

Infrastructure establishes the physical systems and structures that support economic development and social well-being while minimizing environmental impacts and resource depletion from buildings and systems. The City currently owns and operates six buildings (i.e., City Hall, Camarillo Library, Water Reclamation Plant, Corporation Yard, Camarillo Ranch, and the Desalter). The City also owns the Police Station, which is leased by the County of Ventura. In



City of Camarillo Sustainability Master Plan for Municipal Operations

general, the City's infrastructure and buildings were installed decades ago and have been maintained to code specifications and requirements since. However, many of the buildings and facilities are antiquated at this point and do not align with current best practices. Therefore, the City has embarked on some major infrastructure projects and upgrades, as detailed in *Our Sustainable History* and Appendix C, such as installation of the Desalter and the plan to overhaul the Water Reclamation Plant, making it more efficient. The SMP includes additional measures and actions to further enhance and modernize the City's infrastructure, aiming to improve the quality of life for residents, support economic growth, and promote sustainable development for years to come. As a sustainability leader, the City of Camarillo intends to implement infrastructure enhancement programs, policies, and objectives within our own operations in a technologically feasible and fiscally responsible manner to demonstrate the cost-effectiveness and climate and health benefits of various sustainability initiatives. These initiatives include electrifying or otherwise decarbonizing all City facilities by 2035 (Measure BE-1), increasing renewable energy generation onsite as well as energy efficiency (Measure BE-2), and reducing GHG emissions from water reclamation at the Water Reclamation Plant (Measure M-WW-1).

OPERATIONS

Thoughtful, technologically feasible, and fiscally responsible operations promote efficient and effective management practices that restructure the City's fleet, reduce waste generation, enhance productivity, and foster a culture of continuous improvement towards our sustainability goals. Operations often refer to the essential functions and services that are necessary to maintain a high quality of life for residents and businesses, and to ensure that the City is functioning effectively and efficiently. In this capacity, operations also refer to how the City manages day-to-day activities including traveling to and from work sites, use of the public transit system, employee commute, solid waste management, and water use. Incorporating sustainable operations into our daily routines is crucial to Camarillo because these initiatives help reduce negative impacts on the environment, promote social equity, and ensure economic viability for future generations. As the City continues to grow and face increasing challenges, such as climate change and resource depletion, it becomes even more crucial to incorporate sustainable practices into our daily operations.

NATURAL ENVIRONMENT

The environment supplies essential ecosystem services, including air and water filtration, carbon sequestration, and biodiversity conservation, which are necessary for all living beings on Earth to survive and thrive. The City of Camarillo is expected to see increasing trends in extreme-heat days, as detailed in Chapter 3. Extreme heat events will have greater effects on populations such as aging adults, outdoor workers, people with chronic illnesses, and pregnant women. To help sequester GHG emissions in the City and increase resilience to these events, there are long-term preventative strategies such as the strategic planting of trees and vegetation cover. Enhancing



City of Camarillo Sustainability Master Plan for Municipal Operations

and protecting the natural environment has a wide range of co-benefits, including improving air and water quality, sequestering carbon, and increasing biodiversity. Camarillo, along with the rest of North America's Pacific coast is considered the California Floristic Province hotspot, which is a zone of Mediterranean-type climate and is characterized by hot, dry summers and cool, wet winters. In that same vein, pressures from human populations have rendered California one of the four most ecologically degraded states in the United States of America (Critical Ecosystem Partnership Fund 2023). Therefore, this effort works to preserve the urban forest³ canopy and continue to provide carbon sequestration value as trees mature.

B. SUSTAINABILITY PILLARS

The following sustainability pillars have been identified as specific municipal impact areas that are essential to effective municipal climate policy implementation. In general, the actions under a single measure are designed to collectively address all the key pillars. Table 2 identifies and defines each key pillar. Successful implementation of the measures and actions that incorporate these pillars require a complementary implementation strategy that allows for programmatic success through identifying and applying for funding opportunities, highlighting demonstration projects, and fostering robust City leadership. The implementation strategy is detailed below with a full Implementation Matrix included in Appendix F.

Table 2 Camarillo Sustainability Master Plan - Sustainability Pillars

Pillar	Description
Leadership	Measures should establish programs, policies, and educational outreach that allow the City to reach specified targets and lead by example through the promotion of innovative and accelerated actions.
Feasibility Analysis	Measures should help the City understand if a program can be implemented and provide details on the benefits, costs, and potential obstacles of implementation (e.g., analysis necessary to determine the best path to implement a specific measure).
Economic Viability	Measures should build the financial backing to start a program and maintain it over time through completion.
Staff Capacity	Measures should increase the City's staffing and technical capacity by ensuring adequate staff time is available with the necessary technical expertise to achieve the measure's target.
Partnerships	Measures should foster local and regional collaboration to help the City implement programs, broadening our reach to community members and making forward progress toward achieving the measure's targets.

³ According to the United States Department of Agriculture, Forest Service, "urban forests include urban parks, street trees, landscaped boulevards, gardens, river and coastal promenades, greenways, river corridors, wetlands, nature preserves, shelter belts of trees, and working trees at former industrial sites. Urban forests, through planned connections of green spaces, form the green infrastructure on which communities depend." (U.S. Department of Agriculture. 2022)



City of Camarillo Sustainability Master Plan for Municipal Operations

Table 3 provides the high-level measures, organized by goal. Table 4 through Table 23 provide the actions that accompany each measure, as well as the associated pillar and co-benefits. KPIs that will be used to monitor progress made on each goal have also been identified as part of this analysis. Together, these KPI's will help gauge overall progress towards the City's sustainability goals and signal opportunities for additional actions and refinement.

C. IMPLEMENTATION AND MONITORING

Camarillo takes pride in tracking and implementing the SMP and will prepare regular implementation reports to be presented to City Council and published on the City website. A detailed breakdown by measure with the primary and secondary departments is provided in Appendix F as an implementation pathway for City staff to provide regular updates to the City Council and establish a refined roadmap of highest priorities. Successful implementation of a long-range planning document requires detailed tracking that will be done by City staff in all departments. This approach does not place the onus on one person or department, but instead relies on individual expertise with collective vigilance. This approach is essential to successful implementation because it gives everyone a seat at the table and demonstrates that climate action requires collective participation to result in real change.

An implementation matrix is set forth in Appendix F, which details information on primary and supporting City departments and an implementation timeline for each action. All goals, measures, and actions undertaken by the City in implementing this SMP – whether current or prospective – shall be developed by using the key criteria set forth in Section 1.2, *Sustainability Master Plan Vision and Goals*.

D. WE'RE ALL IN THIS TOGETHER

Implementing the SMP will require deep collaboration across City departments, and widespread engagement with the plan throughout the community. At the City level, the City Manager's Office led the SMP. During the process, City departments including Administrative Services, Community Development, Finance, and Public Works, each of which have multiple divisions, were part of crafting the SMP. This process mirrors the future implementation process of the Plan, where collaboration across City departments to implement holistic sustainability improvements will be vital to the success of the SMP. City leadership, through updates to the building codes, installation of electric vehicle charging infrastructure, and implementation of waste diversion services builds the structure for a sustainable and decarbonized Camarillo. Embracing these new services and adopting new behaviors will take widespread community buy-in, and community partnership. In short, building a more sustainable, carbon neutral Camarillo will take a team.



City of Camarillo Sustainability Master Plan for Municipal Operations

Table 3 Camarillo Municipal Sustainability Leadership and GHG Emissions Reduction Measures List

Measure #	Measure
Leadership	
Sustainability	
M-SL-1	Enhance internal capacity to lead, implement, and monitor sustainability initiatives.
M-SL-2	Increase external communications on City sustainability initiatives and opportunities for community engagement.
M-SL-3	Foster regional collaboration for sustainability with local governments.
M-SL-4	Inspire sustainability innovation through recognition of leadership, media coverage, and internal incentives.
M-SL-5	Prioritize sustainability as a selection criterion for specific City vendors by 2030.
M-SL-6	Protect City worker welfare from future climate hazards and weather-related risks (e.g., extreme heat and smoke from wildfires).
M-SL-7	Increase resilience at City-owned facilities.
Infrastructure	
Building & Infrastructure Energy	
M-BE-1	Electrify or otherwise decarbonize all municipal buildings and facilities by 2035.
M-BE-2	Increase municipally owned renewable energy generation and energy storage and use carbon-free or 100% renewable electricity in municipal buildings and facilities by 2025.
M-BE-3	Increase infrastructure energy efficiency to reduce municipal energy use by 10% from 2019 levels, or 50 MWh by 2035.
Wastewater Facility	
M-WW-1	Reduce GHG emissions from water reclamation at the Water Reclamation Plant.
Operations	
Transportation	
M-TR-1	Electrify or otherwise decarbonize 45% of the municipal vehicle fleet by 2026 and 100% by 2040.
M-TR-2	Electrify or otherwise decarbonize 100% of the public transit fleet by 2035.
M-TR-3	Electrify or otherwise decarbonize all municipal off-road equipment by 2035.
Employee Commute & Business Travel	
M-EB-1	Reduce employee vehicle miles traveled 10% by 2035, from 2019 levels by developing and implementing a municipal Transportation Demand Management (TDM) Plan by 2028.
M-EB-2	Reduce business travel GHG emissions 50% by 2035, from 2019 levels.
Solid Waste	
M-SW-1	Reduce organic waste 75% by 2025, from 2014 levels in line with Senate Bill 1383, and landfill zero waste by 2035, while increasing municipal procurement of recovered organics waste products.



City of Camarillo Sustainability Master Plan for Municipal Operations

Measure #	Measure
Water Consumption	
M-WC-1	Reduce municipal water consumption in accordance with California's Water Supply Strategy. ⁴
Natural Environment	
Natural Resource Management	
M-RW-1	Become a Tree City USA by 2030.
M-RW-2	Add and track the number and general square footage of new community gardens, drought tolerant, native landscaping, or other permeable land cover and expanded recreational spaces through partnerships with the Park District, schools, and the library.
<i>*Note that M in the measure number stands for 'municipal,' allowing for distinction between the numbering convention here versus in the Climate Action and Adaptation Plan</i>	

4.3 Sustainability Initiatives

Below, each of the goals, measures, and actions are discussed in detail.

A. GOAL: LEADERSHIP

The following measures and actions support the City's goal of sustainable Leadership.

M-SL-1. ENHANCE INTERNAL CAPACITY TO LEAD, IMPLEMENT, AND MONITOR SUSTAINABILITY INITIATIVES.

Primary Department: City Manager's Office

One of the first steps in establishing a culture of sustainability is building internal capacity and clearly establishing a foundation of responsibilities to consistently implement identified initiatives. This requires identifying and empowering key stakeholders who are excited to drive sustainability initiatives forward, then providing them with the resources, training, and support needed to lead and implement the strategies effectively and efficiently. By building internal capacity, Camarillo will create a coordinated approach to sustainability that is integrated into all aspects of the operations. This structure not only helps to support the long-term success of sustainability initiatives but also fosters a culture that inspires and empowers employees at all levels of the organization to contribute to sustainability efforts. Through ongoing monitoring and adaptive management, Camarillo can periodically refine and improve the sustainability initiatives, so that they remain effective and impactful over time and any new technology or best practices are implemented, where and when appropriate.

⁴ <https://resources.ca.gov/-/media/CNRA-Website/Files/Initiatives/Water-Resilience/CA-Water-Supply-Strategy.pdf>



City of Camarillo Sustainability Master Plan for Municipal Operations

Table 4 M-SL-1 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-SL-1.1	Prepare a citywide Climate Action Plan that outlines specific goals, measures, and actions, as well as realistic timelines for reducing greenhouse gas (GHG) emissions.	Leadership	GHG Emissions Reductions, Improved Public Health, Increased Resilience, Protection of Natural Resources, Skill-building and Educational Opportunities
M-SL-1.2	Identify a Sustainability Coordinator from each of the City's main departments and divisions. The Sustainability Coordinators will meet regularly for sustainability peer-to-peer information sharing sessions, to discuss challenges, brainstorm solutions, and track progress towards reaching the City's climate and sustainability related key performance indicators. This team will serve as the key organizers for cross-departmental collaboration needed to implement sustainability goals, as well as community contacts, and key researchers for emerging technologies, and best practices in sustainability.	Leadership, Staff Capacity	Skill-building and Educational Opportunities
M-SL-1.3	Continue to encourage and provide funding for City staff to attend and present at local events (i.e., California State University Channel Islands speaker series, etc.), conferences, and training events dedicated to sustainability topics.	Partnerships, Economic Viability	Skill-building and Educational Opportunities
M-SL-1.4	Continue to dedicate staff time to explore funding mechanisms for broad climate and sustainability action through state, federal, agency, and philanthropic sources of funding. Potential funding opportunities are summarized below: ⁵ <ul style="list-style-type: none"> California Public Utility Commission (CPUC) Self Generation Incentive Program (SGIP) Power purchase agreements (PPAs) from solar PV developers The California Energy Commission and California Lending for Energy and Environmental Needs (CLEEN) Loans and Grants: Dept. of Energy Grants, Federal Grants (Infrastructure Investment and Jobs Act, Inflation Reduction Act) On-Bill Financing Energy Savings Performance Contract (ESPC, guaranteed energy savings help pay for the project) Low Carbon Fuel Standard Credits Charging as a Service (CaaS) providers Clean Off-Road Equipment (CORE) Voucher Incentives 	Economic Viability	Skill-building and Educational Opportunities, Cost Savings

⁵ This action is intended to support all measures in the SMP, as appropriate. Funding priorities will be based on City Council direction received and will be informed by the annual summary reports provided to City Council outlining current implementation of the SMP actions.



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
	<ul style="list-style-type: none">Energy Savings Performance Contract (ESPC, guaranteed energy savings help pay for the project)Clean Water State Revolving Fund		
M-SL-1.5	Identify and apply for sustainability staffing assistance through fellowship/internship programs including the Climate Corps Fellowship, California State University Channel Islands, and CivicSpark, increasing internal staff capacity to implement sustainability goals and bring in innovative ideas.	Staff Capacity, Partnerships	Cost savings
M-SL-1.6	Conduct an annual staff survey to determine the following: <ul style="list-style-type: none">Existing staff interest in leading sustainability initiatives.City staff commute data to monitor emissions, identify potential gaps in planning, and better understand how to elicit employee transportation behavior change.	Feasibility Analysis	Skill-building and Educational Opportunities

Key Performance Indicator(s):

1. Prepare a Climate Action Plan
2. Identify Sustainability Coordinators from each department
3. Number of sustainability-related events attended by City staff annually
4. Number of completed grant applications and dollars awarded
5. Number of fellows or interns hosted annually
6. Number of responses in annual sustainability survey

M-SL-2: INCREASE EXTERNAL COMMUNICATIONS ON CITY SUSTAINABILITY INITIATIVES AND OPPORTUNITIES FOR COMMUNITY ENGAGEMENT.

Primary Department: City Manager's Office

Assessing, tracking, and publishing regular progress reports increases transparency and momentum of the initiatives outlined in the Sustainability Master Plan. By doing so, it not only enhances clarity but also generates a sense of momentum and urgency in achieving the sustainability goals. This measure acts as a bridge between the community and City staff, fostering a stronger connection and a sense of shared responsibility for the City's sustainable future. To effectively implement this measure, the City will develop a comprehensive and user-friendly Sustainability and Climate landing page on its official website. This landing page will serve as a central hub for all sustainability-related information and will be regularly updated with news, relevant reports, and compelling stories. The goal is to create an engaging platform that keeps the community informed and involved in the progress made towards the sustainability goals. Through this landing page, the City will highlight the successes achieved and the obstacles overcome in the pursuit of sustainability. It will serve as a testament to the City's commitment to creating a greener future and will provide a space to showcase initiatives and rebates available



City of Camarillo Sustainability Master Plan for Municipal Operations

to the community. By featuring these opportunities, the City aims to encourage active participation and engagement from residents, fostering a culture of sustainability throughout the community. Additionally, including a description of Camarillo’s climate goals and sustainability values in job postings as outlined in Action M-SL-2.7, will improve talent acquisition and potentially boost retention via increased worker morale (Society for Human Resource Management [SHRM 2022]).

Table 5 M-SL-2 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-SL-2.1	Dedicate a Sustainability and Climate landing page on the City of Camarillo’s website that is updated regularly, where departments can share progress and the public can find key implementing departments and information on City pilot projects. Utilize this page to further promote existing initiatives, as well as to clearly promote rebates and incentives.	Leadership	Skill-building and Educational Opportunities
M-SL-2.2	Explore and track the success of different ways to communicate sustainability and climate progress transparently and effectively to the public, for example, through a dashboard, semi-regular social media posts, City webpages, Camarillo Community TV, or the City’s YouTube channel. Track the number of clicks made on specific links to identify the most successful mechanisms for engagement.	Feasibility Analysis	Skill-building and Educational Opportunities
M-SL-2.3	Translate key sustainability outreach materials into Spanish. Explore partnerships through California State University Channel Islands (CSUCI), or nonprofits that can assist in translation of key materials.	Partnerships	Skill-building and Educational Opportunities
M-SL-2.4	Utilize existing staff, stakeholder, and community meetings and events to emphasize the importance of sustainability and bring it into regular discussions, while reducing the requirement for staff time to attend additional events, as appropriate. This could be through incorporation of a “Sustainability Minute,” highlighting recent news or City accomplishments at City staff meetings, Planning Commission Meetings, and City Council Meetings.	Leadership, Staff Capacity	Skill-building and Educational Opportunities, Cost savings
M-SL-2.5	Continue to provide education and support for community-led and City-supported sustainability or climate related improvements, with a focus on under-served neighborhoods.	Leadership	Skill-building and Educational Opportunities
M-SL-2.6	Communicate Camarillo’s sustainability commitments and climate commitments throughout City branding and communications, beyond dedicated webpages and resources for sustainability.	Leadership	Skill-building and Educational Opportunities
M-SL-2.7	Include a description of Camarillo’s climate goals and sustainability values in job postings, improving talent acquisition and potentially boosting retention and worker morale. ⁶	Staff Capacity	Skill-building and Educational Opportunities

⁶ <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/climate-change-branding-can-lift-recruitment-and-retention.aspx>



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
M-SL-2.8	Partner with Camarillo Library to provide dedicated space for community organizations to meet in support of community sustainability work that is in line with the City's goals.	Leadership Partnerships	Skill-building and Educational Opportunities
M-SL-2.9	Identify key local businesses and individuals leading effective and efficient sustainability initiatives and engage with them to provide updates on City progress towards sustainability. Brainstorm ideas for greening business through City collaboration in Camarillo (e.g., a local green business council, City-recognition of sustainable businesses, etc.) and regularly share updates using the City's various forms of communication.	Partnerships	Skill-building and Educational Opportunities
M-SL-2.10	Continue to prioritize funding and staffing support for the Public Information Officer, including providing conduits for information sharing, conference attendance, and ongoing research into and implementation of the ever-changing communication best practices.	Economic Viability	Cost savings, Skill-building and Educational Opportunities

Key Performance Indicator(s):

1. Prepare a Sustainability and Climate landing page
2. Number of annual webpage updates
3. Number of educational items translated to Spanish
4. Webpage traffic (number of clicks) and social media metrics (e.g., number of shares, likes, and views)
5. Percentage of job postings that include a description of Camarillo's sustainability values
6. Time to fill open positions (number of days)

M-SL-3: FOSTER REGIONAL COLLABORATION FOR SUSTAINABILITY WITH LOCAL GOVERNMENTS.

Primary Department: City Manager's Office

By working together, cities throughout Ventura County (and beyond) can share resources, knowledge, and best practices to create a more integrated and cohesive approach to sustainability, including reducing the greatest impacts of climate change and becoming more resilient. This collaboration can also help to address complex regional sustainability challenges that are beyond the scope of individual cities or municipalities, including working together to bridge gaps, such as those in active transportation networks at peripheries. By building strong partnerships and regional networks, local jurisdictions can synthesize their expertise and resources to develop and implement more effective, implementable, and impactful strategies. For example, working collaboratively with the County of Ventura and CSUCI to develop bike lanes that extend past the City of Camarillo border along Lewis Road and onto County-owned land, and then to CSUCI to increase ease of access for students, professors, university staff, and residents



City of Camarillo Sustainability Master Plan for Municipal Operations

living in the adjacent single-family homes, apartments, and townhomes at University Glen. Regional collaboration also helps to ensure that sustainability initiatives are aligned with regional development goals, such as economic growth, social equity, and environmental protection. Ultimately, fostering regional collaboration for sustainability can lead to a healthier, more resilient, and increasingly livable region for all.

Table 6 M-SL-3 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-SL-3.1	Participate in opportunities to share resources related to sustainability with the surrounding jurisdictions.	Partnerships and Feasibility Analysis	Skill-building and Educational Opportunities, Cost savings
M-SL-3.2	Partner with Ventura County and surrounding jurisdictions to identify opportunities to work collaboratively on climate change initiatives that extend beyond the Camarillo municipal boundary, for example, installing bike lanes along Lewis Road from the City to CSUCI.	Partnerships	GHG Emissions Reductions, Improved Public Health, Increased Resilience, Skill-building and Educational Opportunities,
M-SL-3.3	Designate an existing staff member to act as a liaison to initiate the collaboration process between the surrounding jurisdictions.	Staff Capacity, Leadership	Skill-building and Educational Opportunities
M-SL-3.4	Work with the partner agencies (e.g., surrounding cities, CSUCI) to identify and apply for grants that promote multi-jurisdictional collaboration around sustainability and climate action.	Economic Viability	Cost- savings, Skill-building and Educational Opportunities

Key Performance Indicator(s):

1. Number of partnerships established and maintained
2. Designate staff liaison
3. Number of completed grant applications and dollars awarded

M-SL-4 INSPIRE SUSTAINABILITY INNOVATION THROUGH RECOGNITION OF LEADERSHIP, MEDIA COVERAGE, AND INTERNAL INCENTIVES.

Primary Department: City Manager's Office

By inspiring sustainability innovation through recognition of leadership, media coverage, and internal incentives, the City can create a cycle of continuous improvement, where sustainability becomes a core value and strategic priority for the long-term success of the City and the broader community. As a first step, the City may establish a City-wide annual leadership award to



City of Camarillo Sustainability Master Plan for Municipal Operations

recognize significant sustainability-focused action. Additionally, the City may identify partnerships with a non-profit or community-based group to establish a water heater loan program where residents who are replacing their natural gas-powered water heaters with electric-powered water heaters at the end of their useful lives can borrow or rent a working natural gas water heater from the City for a specified period (e.g., three weeks) to use during electrical panel upgrades requirements to install an electric water heater, as outlined in Action M-SL-4.8. The natural gas-powered water heaters available through the loan program could be stored at the Maintenance Yard and would be available for loan through a City portal that tracks who is borrowing equipment and for how long. The City will also prepare a Sustainable Cleaning product policy to promote the use of environmentally friendly cleaning products in all City-owned facilities and operations, and to reduce the use of harmful chemicals that can be damaging to human health and the environment. The policy will be developed through collaboration with experts and stakeholders in the field and will provide guidelines and standards for the procurement and use of sustainable cleaning products. The policy will be regularly reviewed and updated to ensure that the City continues to meet the highest standards of sustainability and environmental protection.

Table 7 M-SL-4 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-SL-4.1	Establish a City-wide leadership annual award for achievement in sustainability, involving multiple departments and the community in the selection criteria, to uplift and inspire through achievements in City sustainability action. Include recognition of a community-led sustainability action as part of the same awards structure. Publish award results on City websites, Camarillo Community TV, the City's YouTube channel, and social media platforms, and encourage media coverage. Designate a team to review the annual award submissions and create a timeframe in which the reviews happen annually to create a regular cadence.	Leadership, Staff Capacity	Skill-building and Educational Opportunities
M-SL-4.2	Complete community surveys annually to track the interest in and engagement around the City-wide sustainability leadership award to confirm that the program is increasing community engagement and action. Depending on the results of the survey, revise the program as appropriate during future phases (Phases 2 – 3).	Feasibility Analysis	Skill-building and Educational Opportunities
M-SL-4.3	Dedicate staff time to send out internal communications highlighting opportunities for grants, technical assistance (e.g., policy support from the State, upcoming webinars on SB 1383 implementation, grants to electrify the municipal fleet), and other sustainability news that will be sent to all internal City departments.	Leadership	Skill-building and Educational Opportunities
M-SL-4.4	Prepare a Sustainable Cleaning product policy to address environmental best practices for cleaning the interior of buildings and general janitorial maintenance in City-owned and operated buildings.	Leadership	Improved Public Health, Protection of Natural Resources



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
M-SL-4.5	In collaboration with the Camarillo Public Library, partner with local entities, such as Pleasant Valley Recreation & Park District (PVRPD) or Studio Channel Islands, religious institutions, and schools to host regular sustainability outreach events, such as workshops, presentations, working groups targeted at specific community groups, public contests or challenges, and an annual event such as Earth or Arbor Day.	Leadership	Skill-building and Educational Opportunities
M-SL-4.6	Identify an existing clear and concise Sustainability Training course and enroll City staff. Additional materials could be incorporated into the training course, as applicable, including: <ul style="list-style-type: none"> • Information on how to prepare requests for proposals and review proposal solicitations for the required sustainability criterion established as part of Action SL-5.1. • Current best practices for climate resilience. • Benefits of renewable energy generation and energy storage. • Appropriate waste management and disposal methods. • Indoor and outdoor water reduction measures. 	Leadership	Skill-building and Educational Opportunities
M-SL-4.7	Identify and apply for grant opportunities to develop an incentive program for employee sustainability achievements (e.g., team completion of electrifying vehicle fleet), such as increased time off, bonuses, local business donated perks, etc., boosting employee morale and motivation to advance innovative sustainability solutions in-house, and creating a culture of openness and sustainability innovation within City government.	Economic Viability	Cost savings, GHG Emissions Reductions, Improved Public Health, Protection of Natural Resources
M-SL-4.8	Identify a non-profit or community-based group to partner with to create a water heater loan program where residents who are replacing their natural gas-powered water heaters with electric-powered water heaters at the end of their useful lives can borrow or rent a working natural gas water heater from the City for a specified period (e.g., three weeks) to use during any electrical panel upgrade requirements to install an electric water heater. Participation in this program could signify the initiation of the permit request process and serve as a mechanism to support thoughtful residential transition.	Leadership	GHG Emissions Reduction, Improved Public Health, Increased Resilience

Key Performance Indicator(s):

1. Establish an award program and number of annual Citywide leadership awards given out
2. Number of community surveys received annually and time spent per person
3. Non-profit or community-based group partnership established
4. Establish partnership with non-profit or community-based organization to create water heater program
5. Number of water heaters borrowed or rented
6. Prepare a Sustainable Cleaning Product Policy



City of Camarillo Sustainability Master Plan for Municipal Operations

7. Number of outreach events hosted annually
8. Total staff time (in hours) on Sustainability Training and percentage of staff who complete training

M-SL-5: PRIORITIZE SUSTAINABILITY AS A SELECTION CRITERION FOR SPECIFIC CITY VENDORS BY 2030.

Primary Department: City Manager's Office

Prioritizing sustainability as a selection criterion for identified City vendors is a powerful way for Camarillo to support and promote sustainable practices in the procurement process. By incorporating sustainability into vendor selection criteria, Camarillo will incentivize vendors to adopt sustainable practices and offer sustainable products and services. This not only helps to reduce the environmental impact of the City's procurement activities but also encourages the development of a more sustainable marketplace, reaching beyond the City limit. Furthermore, prioritizing sustainability in vendor selection criteria can help to build stronger relationships with vendors who share the City's sustainability values and priorities. This, in turn, can lead to more effective collaboration and innovation towards sustainable solutions. By prioritizing sustainability as a selection criterion for specific vendors, Camarillo further demonstrates their commitment to sustainability and leading by example, inspiring others to follow.

Table 8 M-SL-5 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-SL-5.1	Evaluate the implication of revising the municipal procurement and request for proposal (RFP) process to prioritize sustainability requirements. Steps would include: <ol style="list-style-type: none">1. Review the existing processes.2. Host a meeting between procurement staff from each department to identify opportunities and hurdles for sustainable purchasing.3. Complete a cost-benefit analysis of anticipated cost differential from sustainable procurement.4. Prepare a list of specific sustainability requirements that can be met.5. Set a clear timeline to implement changes to municipal procurement process, solicit expert feedback, and obtain cross-departmental buy-in before implementation.	Leadership	Improved Public Health, Increased Resilience, Skill-building and Educational Opportunities
M-SL-5.2	Research the best practices for including sustainability and carbon neutrality in the vendor procurement process. After the best practices are identified, create an internal guide to communicate best practices on how to prepare RFPs and review proposal solicitations for the required sustainability criterion.	Feasibility Analysis, Staff Capacity	Skill-building and Educational Opportunities



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
M-SL-5.3	Work with the West Ventura County Business Alliance, or similar entity, to prepare the final sustainability selection criterion and share that with local businesses so they are aware of the City's contracting requirements and can position accordingly.	Partnership	Skill-building and Educational Opportunities
M-SL-5.4	Continue to provide adequate staff time to complete high-quality reviews on all provided proposals.	Economic Viability	Skill-building and Educational Opportunities

Key Performance Indicator(s):

1. Complete RFP update process by the end of 2029
2. Prepare final criterion to be shared with local businesses

M-SL-6: PROTECT CITY WORKER WELFARE FROM FUTURE CLIMATE HAZARDS AND WEATHER-RELATED RISKS (E.G., EXTREME HEAT AND SMOKE FROM WILDFIRES).

Primary Department: City Manager's Office

Protecting City worker welfare from future climate hazards and weather-related risks is essential for the safety and well-being of employees who play a critical role in City operation. Climate hazards such as extreme heat, flooding, and storms can pose significant risks to the health and safety of City workers, especially those in outdoor or frontline roles. To protect City worker welfare, Camarillo will monitor and implement best practices for City employees who work outside and have higher exposure to future climate hazards (Action M-SL-6.1). Ultimately, this measure will include developing and implementing climate-resilient workplace policies and practices that reduce exposure to climate hazards, such as providing protective equipment and training, adjusting work schedules to avoid peak heat or storm periods, and investing in climate-resilient infrastructure. Additionally, the City will create an educational program that can be tailored to other entities, including institutions and businesses in the City (Action M-SL-6.5). By protecting City worker welfare from future climate hazards, Camarillo can ensure the continuity of critical services and support the resilience and well-being of their workforce.



City of Camarillo Sustainability Master Plan for Municipal Operations

Table 9 M-SL-6 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-SL-6.1	Research and implement practical employee-led best practices for outdoor worker welfare to adapt to climate-related events (e.g., extreme heat events). Follow up with employees post climate-hazard events (e.g., wildfire smoke, extreme heat event) to track data on worker wellbeing.	Feasibility Analysis	Skill-building and Educational Opportunities, Increased Resilience
M-SL-6.2	Establish a requirement for City project leads to monitor the weather and any climate concerns on a weekly, and if necessary, daily basis, and provide safety updates to any City staff or contracted team members working outdoors or who may experience extreme heat. Draft future contracts to include language reviewed and approved by the City Attorney outlining the specific requirements for project leads.	Staff Capacity	Improved Human Health, Increased Resilience
M-SL-6.3	Work with the Ventura County Fire Department to provide education to City staff who work outdoors or supervise staff who work outdoors, on how to recognize and treat heat-related illnesses in the case of an emergency.	Partnership	Skill-building and Educational Opportunities, Increased Resilience
M-SL-6.4	Update the City's Emergency Operation Plan to analyze potential climate hazards and associated impacts that can be used to secure funding for future climate hazards as they arise.	Economic Viability	Cost savings, Increased Resilience
M-SL-6.5	Create an educational program that can be tailored to other entities, including institutions and businesses, in the City who may have staff who work outdoors or may otherwise be impacted by future climate hazards.	Leadership	Skill-building and Educational Opportunities, Increased Resilience

Key Performance Indicator(s):

1. Complete update to the City's Emergency Operation Plan
2. Number of annual climate-related worker health related incidents
3. Prepare an education program

M-SL-7: INCREASE RESILIENCE AT CITY-OWNED FACILITIES.

Primary Department: City Manager's Office

As a leader in sustainability, the City is proactively preparing for the potential impacts of our changing climate, such as extreme heat, increased wildfire risk, and more intense storms. Increasing resilience in City-owned buildings is important for protecting public health and safety, maintaining essential services, reducing economic losses, and addressing climate change. City buildings often serve as critical facilities that provide essential response support in times of need and it is imperative that they remain functional and accessible during and after an emergency to



City of Camarillo Sustainability Master Plan for Municipal Operations

protect public health and safety. Therefore, as a first step, Camarillo will conduct a feasibility study to determine which City buildings would serve as ideal emergency shelters or resilience centers including solar and battery installations (Action M-SL-7.1) and then complete a municipal pilot project demonstrating the feasibility of community wide energy resilience (Action M-SL-7.2). In tandem, the City will retrofit municipal facilities to withstand climate-related hazard conditions (Action M-SL-7.4). Increasing resilience at City-owned facilities is not only essential to prepare for unexpected events such as natural disasters and emergencies but also serves as an opportunity to improve the overall safety, security, and functionality of these facilities, so they can continue to serve the community effectively and efficiently for years to come.

Table 10 M-SL-7 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-SL-7.1	Conduct a feasibility study to determine which City buildings could serve as ideal emergency shelters (i.e., resilience centers) including solar and battery installations.	Feasibility Analysis	Skill-building and Educational Opportunities
M-SL-7.2	Demonstrate the feasibility of energy resilience through a municipal pilot project, such as the microgrid projects.	Leadership	GHG Emissions Reduction, Increased Resilience, Improved Community Health, Protection of Natural Resources, Skill-building and Educational Opportunities
M-SL-7.3	Partner with the Ventura County Fire Department, Ventura County Fire Safe Council, or similar entity to identify and implement current best practices related to increased resilience.	Partnership	Increased Resilience, Skill-building and Educational Opportunities
M-SL-7.4	Retrofit municipal facilities to withstand climate-related hazard conditions (e.g., extreme heat, flooding, and wildfire).	Leadership	Increased Resilience
M-SL-7.5	Establish a working group to conduct regular reviews of City facilities to identify opportunities for upgrades or improvements.	Staff Capacity	Skill-building and Educational Opportunities, Increased Resilience



City of Camarillo Sustainability Master Plan for Municipal Operations

Key Performance Indicator(s):

1. Complete Resilience Center Feasibility Study
2. Number of municipal facilities retrofit
3. Establish a working group

B. GOAL: INFRASTRUCTURE

The following measures and actions support the City's goal of increasing sustainability related to City infrastructure.

M-BE-1: ELECTRIFY OR OTHERWISE DECARBONIZE ALL MUNICIPAL BUILDINGS AND FACILITIES BY 2035.

Primary Department: City Manager's Office

Electrification of the built environment will be critical to reducing municipal GHG emissions from fossil fuel combustion and eliminate the health risks of natural gas use in poorly ventilated areas. As the first step in implementing this measure, Public Works will collaborate with the Administrative Services Division to prepare a plan for replacing natural gas fueled equipment with electric by 2035 (Action M-BE-1.1). Once a plan is established, the City may complete an electrification pilot project at Camarillo City Hall (Action M-BE-1.2) to promote the demonstrated benefits of the fully electric building. While this measure reduces emissions, it also demonstrates leadership at the City level and aims to educate and promote the benefits of retrofits, further encouraging community efforts. The analysis will also include assessment of the then-current availability of electricity on the state's electrical grid to make transition technologically feasible and fiscally responsible.

Table 11 M-BE-1 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-BE-1.1	Develop a plan to electrify or otherwise decarbonize all municipal buildings ⁷ by 2035 which will include: <ul style="list-style-type: none">• An inventory of existing fossil fuel-powered building equipment, available electric or zero/low-carbon alternatives for replacing each, and relevant costs and benefits of replacing each (e.g., lifespan, equipment costs, operational quality).	Feasibility Analysis	GHG Emissions Reduction, Improved Public Health, Increased Resilience

⁷ This analysis would exclude emergency generators used for public safety power shutoff events. According to the Ventura County Air Pollution Control District, using a generator on a temporary basis in response to a power outage is considered an "emergency use" by the Ventura County Air Pollution Control District, which requires a permit only under limited circumstances. Permits for emergency use are required only for diesel powered generators, not for generators powered by natural gas, gasoline, or propane. Also, air pollution permits are not required if a generator is used for a residence with four or fewer families, nor if the generator is less than 50 bhp, nor if it is a portable rental. Generators requiring a permit are usually limited in their operating hours by the conditions of the permit, but these limitations are lifted during an emergency.



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
	<ul style="list-style-type: none"> A schedule for completion based on potential to reduce natural gas and propane usage. 		
M- BE-1.2	Demonstrate the benefits of the fully electric building by conducting an electrification pilot project at City Hall (e.g., cost savings, GHG emission reductions) in concert with the CAM I am Sustainable, or similar program, and publicize the planning, design, installation, and post-operation of the project to make the steps to electrification transparent to the community.	Leadership	GHG Emissions Reduction, Increased Resilience, Skill-building and Educational Opportunities
M- BE-1.3	Partner with regional organizations such as Tri-County Regional Energy Network (3C-REN), Ventura County Regional Energy Alliance (VCREA), and the Building Decarbonization Coalition to train City staff (including Camarillo Public Library staff) and volunteers on the benefits and technical requirements of electrification to help them implement the building electrification plan.	Staff Capacity, Partnership	Skill-building and Educational Opportunities
M- BE-1.4	Implement the building electrification plan to electrify or otherwise decarbonize all municipal buildings by 2035.	Economic Viability	GHG Emissions Reduction, Increased Resilience

Key Performance Indicator(s):

1. Develop a Plan for Electrification or Decarbonization of all municipal buildings by 2035
2. Complete the electrification pilot project at Camarillo City Hall
3. Implement the Building Electrification or Decarbonization Plan by 2035

M-BE-2: INCREASE MUNICIPALLY OWNED RENEWABLE ENERGY GENERATION AND ENERGY STORAGE AND USE CARBON-FREE OR 100% RENEWABLE ELECTRICITY IN MUNICIPAL BUILDINGS AND FACILITIES BY 2025.

Primary Department: City Manager's Office

The Clean Power Alliance (CPA), the region's locally operated clean electricity provider, currently offers Lean Power (40% renewable energy), Clean Power (50% renewable energy), and 100% Green Power, which is fully renewable through wind, solar, and geothermal sources (Clean Power Alliance [CPA] n.d.). In 2022, the City Council voted to increase community procurement from "Lean Power" to "100% Green Power," which translates to 40% and 100% renewables, respectively. As a leader, the City understands the importance of also procuring carbon free or 100% renewable electricity and will complete an updated economic analysis of the cost differential between the CPA's rates and Southern California Edison (SCE) as a first step to understand the potential cost based on current rates (Action M-BE-2.1). Then, the City will complete an audit on the electricity savings anticipated to be attributed to implementation of



City of Camarillo Sustainability Master Plan for Municipal Operations

daylighting features, motion detecting switches, and replacement of antiquated electrical fixtures and fittings at City buildings and facilities to identify the potential reduction in cost (Action M-BE-2.2) and ultimately begin procuring carbon-free or 100% renewable electricity from the CPA for all municipal accounts by 2025 (Action M-BE-2.3), if technologically and financially feasible.

Table 12 M-BE-2 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-BE-2.1	Complete an updated economic analysis of the cost differential between the Clean Power Alliance's (CPA) rates and Southern California Edison (SCE).	Feasibility Analysis	Skill-building and Educational Opportunities
M-BE-2.2	Complete an audit on the electricity savings anticipated to be attributed to implementation of daylighting features, motion detecting switches, and replacement of antiquated electrical fixtures and fittings at City buildings and facilities to identify the potential reduction in cost, which could be applied to procuring carbon-free or 100% renewable electricity.	Economic Viability	Skill-building and Educational Opportunities
M-BE-2.3	Upon completion of the analysis, consider switching all municipal electricity accounts to the CPA 100% Green Power energy option by 2025 and maintain through 2040, if financially and otherwise feasible.	Leadership	GHG Emissions Reductions, Improved Public Health, Increased Resilience, Protection of Natural Resources
M-BE-2.4	Partner with the CPA or VCREA to promote an existing campaign around the GHG emissions reduction and sustainability benefits of procuring carbon-free or 100% renewable energy and share that with the community to encourage residents and business owners to maintain the same energy procurement.	Partnership	Skill-building and Educational Opportunities
M-BE-2.5	Implement Hybrid Solar Microgrid projects at the City Hall, Camarillo Library, Corporation Yard, Desalter, and Water Reclamation Plant, as identified by the 2021 Clean Coalition Solar and Battery Standby Power Assessment Study and the Water Reclamation Plant Master Plan.	Leadership	GHG Emissions Reductions, Improved Public Health, Increased Resilience, Protection of Natural Resources
M-BE-2.6	Conduct feasibility studies by 2025 to analyze the potential for local renewable energy production at municipal parking lots and on identified public lands with a focus on areas that can be utilized for daytime EV charging.	Feasibility Analysis	Skill-building and Educational Opportunities
M-BE-2.7	Consider partnering with Ventura County and the City of Oxnard, which permitted installation of a 100-megawatt grid-scale battery storage system, to learn from the successes and better understand the technical requirements and challenges of microgrid installations.	Partnerships	Skill-building and Educational Opportunities



City of Camarillo Sustainability Master Plan for Municipal Operations

Key Performance Indicator(s):

1. Complete an updated economic analysis of the cost differential between electricity providers
2. Complete an electricity savings audit
3. Number of projects complete and emissions (CO₂e) reduced from Hybrid Solar Microgrid initiative
4. Complete Local Renewable Energy Feasibility Study

M-BE-3: INCREASE INFRASTRUCTURE ENERGY EFFICIENCY TO REDUCE MUNICIPAL ENERGY USE BY 10% FROM 2019 LEVELS, OR 50 MWH, BY 2035.

Primary Department: Administrative Services – Facilities Division

The Camarillo City Council approved the Traffic Signal Safety Light LED Upgrade Project in 2022. The project included replacement of High-Pressure Sodium (HPS) streetlight fixtures at 54 signalized intersections along the Las Posas, Pleasant Valley, Santa Rosa, and Ponderosa corridors with new LED safety light fixtures, which is anticipated to be complete in Fiscal Year 2023/2024. In general, LEDs last longer, are more durable, and offer comparable or better light quality than other types of lighting. According to the United States Department of Energy, by 2027, widespread use of LEDs could save about 348-terawatt hour (TWh) of electricity nationwide, which is the equivalent annual electrical output of 44 large electric power plants (1000 megawatts each), and a total savings of more than \$30 billion at today's electricity prices (Energy Star n.d.).

Table 13 M-BE-3 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-BE-3.1	Conduct a feasibility study to identify the costs and benefits of integrating wireless smart controls into streetlights and traffic signals.	Feasibility Analysis	Skill-building and Educational Opportunities
M-BE-3.2	Conduct cost-benefit analyses for Willdan Energy Solution efficiency recommendations to create a prioritized list of electric equipment replacements in municipal buildings and facilities based on efficiency improvement potential, equipment costs, and equipment lifespan.	Feasibility Analysis	Skill-building and Educational Opportunities
M-BE-3.3	Continue to partner with entities such as SoCalREN and Willdan to audit municipal buildings periodically and contract energy efficiency improvements to implement all efficiency recommendations determined beneficial.	Partnerships	Cost savings, Skill-building and Educational Opportunities
M-BE-3.4	Expand the current Traffic Signal Safety Light LED Upgrade Project to include replacement of all streetlights and traffic signals by 2024.	Leadership	GHG Emissions Reductions



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
M-BE-3.5	Implement building lighting retrofits to transition from current manual, fluorescent lights to motion-detector activated LED lights with daylight harvesting to auto-adjust based on the amount of daylight coming in to the Library, Police Department, and City Hall.	Leadership	Cost savings, GHG Emissions Reductions
M-BE-3.6	Expand upon the work that the City has done and is doing to manage and monitor real time energy use in City buildings, by developing an energy savings pilot project to improve City staff's energy habits in City buildings and facilities, as well as provide a demonstration project for the community.	Leadership	Skill-building and Educational Opportunities, GHG Emissions Reductions, Improved Public Health, Cost savings
M-BE-3.7	Develop a plan to re-invest utility company rebates and utility savings into a long-range funding program for on-going conservation and GHG emission reduction projects.	Economic Viability	Skill-building and Educational Opportunities, Cost savings

Key Performance Indicator(s):

1. Complete Wireless Smart Controls Feasibility Study
2. Conduct cost-benefit analysis
3. Expand the current Traffic Signal Safety Light LED Upgrade Project
4. Implement lighting retrofits
5. Reduce municipal energy use by 10% or 50 MWh by 2035

M-WW-1: REDUCE GHG EMISSIONS FROM WATER RECLAMATION AT THE WATER RECLAMATION PLANT.

Primary Department: Public Works – Camarillo Sanitary District

The Camarillo Sanitary District operates the Water Reclamation Plant (WRP), which was originally constructed in 1957 and expanded as the City grew. At construction, the WRP had a capacity of 2.75 million gallons per day (mgd) and has a present-day capacity of 4.75 mgd (City of Camarillo 2022). The existing WRP is a tertiary treatment facility that produces disinfected tertiary effluent for discharge to Conejo Creek and for landscape irrigation and agricultural recycled water use. The City has invested time and resources into developing a robust Wastewater Master Plan, which was adopted in July 2022. The goals of the Wastewater Master Plan are to document the facilities and establish a practical roadmap to implement long-term improvements. As part of the Wastewater Master Plan, a comprehensive 10-year capital improvement plan was established and it is anticipated that the initiatives outlined will be implemented by 2035, reducing emissions incrementally as the improvements are made. This City-owned operation provides a unique opportunity for GHG emission reductions, as the City directly manages its wastewater emission



City of Camarillo Sustainability Master Plan for Municipal Operations

sources and the related GHG emissions and has established a thoughtful and robust long-term strategy in the Wastewater Master Plan.

Table 14 M-WW-1 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-WW-1.1	Investigate opportunities associated with the design of the new Water Reclamation Plant to reduce emissions and/or capture methane. For example, consider the Low Carbon Fuel Standard program as a funding source to install a cogeneration unit to capture and convert methane into biofuel.	Feasibility Analysis	Skill-building and Educational Opportunities, GHG Emissions Reductions
M-WW-1.2	Investigate potential partnerships with agencies or entities looking to obtain biogas for fuel production that would fund technology upgrades and equipment costs to capture and convert methane into biogas.	Economic Viability, Partnership	Skill-building and Educational Opportunities. Cost savings, GHG Emissions Reductions
M-WW-1.3	Consider including the cost of carbon (i.e., an estimate, in dollars, of the economic damage that could result from emitting one additional ton of carbon dioxide) in cost-benefit analyses and decision-making for the design of the new Water Reclamation Plant.	Feasibility Analysis	Skill-building and Educational Opportunities, Protection of Natural Resources
M-WW-1.4	Monitor cost impacts from plant upgrades and work with the Camarillo Sanitary District to consider ways to offset potential increases in the Camarillo Sanitary District fees for residents living on low and fixed incomes with high utility bill burdens.	Economic Viability	Skill-building and Educational Opportunities

Key Performance Indicator:

1. Implement the Wastewater Master Plan

C. GOAL: OPERATIONS

The following measures and actions support the City's goal of increasing sustainability related to City operations.

M-TR-1 ELECTRIFY OR OTHERWISE DECARBONIZE 45% OF THE MUNICIPAL VEHICLE FLEET BY 2026 AND 100% BY 2040.

Primary Department: Administrative Services – Fleet Maintenance Division

The City of Camarillo operates a variety of on-road gasoline and diesel-powered fleet vehicles for different uses throughout the City such as code compliance, Public Works inspections, Water Customer Service trucks, and more traditional service trucks for landscaping, maintenance, and transportation of materials. Camarillo's Department of Administrative Services provides ongoing



City of Camarillo Sustainability Master Plan for Municipal Operations

fleet maintenance and oversees vehicle purchases. Currently, the City has identified 33 fleet vehicles that will be replaced by 2026 with electric vehicle alternatives, as they reach the end of their useful lives (Action M-TR-1.1). As detailed in Action M-TR-1.6, the City will continue to dedicate staff time to implement, track, and update the City fleet vehicle replacement plan periodically to help us ultimately reach our longer-term goal of a fully decarbonized fleet by 2040. To effectively charge the vehicles once onsite, the City has begun installing vehicle charging stations at the Corporation Yard, City Hall/Constitution Park, the Library, and Camarillo Ranch. Monthly charging data can be reviewed, and the City will provide essential information on the rate at which the units are used, including when and where the most charging occurs. As currently operated, these charging stations provide conduits for City vehicles to charge and in the future may also provide an opportunity for community members to charge their vehicles at a nominal cost.

Table 15 M-TR-1 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-TR-1.1	Implement the 33 City fleet vehicle replacements identified for replacement by 2026.	Leadership	GHG Emissions Reductions, Improved Public Health, Increased Resilience, Protection of Natural Resources
M-TR-1.2	Continue to monitor the availability of ZEVs and evaluate their suitability as replacement vehicles (considering vehicle function, acquisition capital costs, technological feasibility, and potential fuel and maintenance savings), and expand/update the City fleet vehicle replacement schedule to complete the transition to ZEVs by 2040.	Feasibility Analysis	GHG Emissions Reductions, Improved Public Health, Protection of Natural Resources
M-TR-1.3	Complete electric vehicle charger installations and panel upgrades as part of the SCE Charge Ready Program at the Library, City Hall and Constitution Park, and Corporation Yard.	Leadership	GHG Emissions Reductions, Improved Public Health, Increased Resilience, Protection of Natural Resources
M-TR-1.4	Complete a municipal electric vehicle infrastructure plan to analyze the organization's charging needs through 2040 and create a list of additional chargers to be installed on City-owned properties.	Feasibility Analysis	Skill-building and Educational Opportunities
M-TR-1.5	Consider developing and implementing a pricing plan to allow public use of some municipal EV charging stations that would allow revenue to be used for infrastructure projects or active transportation plans.	Economic Viability	Cost savings
M-TR-1.6	Dedicate staff time to implement, track, and update the City fleet vehicle replacement plan periodically.	Staff Capacity	Skill-building and Educational Opportunities



City of Camarillo Sustainability Master Plan for Municipal Operations

Key Performance Indicator(s):

1. Implement the 33 City fleet vehicle replacements identified for replacement by 2026
2. Complete electric vehicle charger installations and panel upgrades at the Library, City Hall and Constitution Park, and Corporation Yard by 2025
3. Complete a municipal Electric Vehicle Infrastructure Plan
4. Periodically implement, track, and update the City Fleet Vehicle Replacement Plan

M-TR-2 ELECTRIFY OR OTHERWISE DECARBONIZE 100% OF THE PUBLIC TRANSIT FLEET BY 2035.

Primary Department: Public Works – Transit Division

The City's public transit service, Camarillo Area Transit (CAT) includes Fixed Route buses that travel the City and stop at predetermined locations. CAT also provides General Purpose Dial-A-Ride (DAR) that serves the general population, older adults (65+), and Americans with Disabilities Act (ADA)-eligible riders within Camarillo, by reservation. Older adults and ADA-eligible riders can also use DAR to travel to neighboring cities. Administrative oversight of the CAT system is provided by the Public Works Department, while day-to-day operation is provided by a contract operator, currently Roadrunner (RATP). Vehicles are currently housed at RATP's facility and fueled at local fueling stations. As the fleet is electrified, CAT plans to move the vehicles to a City-leased site (Camarillo Metrolink parking lot). For the foreseeable future, vehicles will continue to be maintained at RATP's facility, which is not expected to require significant upgrades as electric vehicles will not be charged there. The Camarillo Metrolink parking lot is expected to also host up to five battery electric commuter buses from Ventura County Transportation Commission (VCTC). Although CARB's adopted Innovative Clean Transit (ICT) requirements pertain to buses with a minimum gross vehicle weight rating of 14,000 lbs., Camarillo's ICT rollout includes plans for electrification of all of CAT's vehicles. CAT's fleet of vehicles currently consists of 18 vehicles, including cutaways, transit vans, and minivans.

Table 16 M-TR-2 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-TR-2.1	Develop and implement a zero-emission plan for the Camarillo Area Transit 'CAT' by 2023 that establishes a transition schedule for all vehicles and analyzes future charging infrastructure needs to inform municipal charging/fueling station buildout.	Feasibility Analysis	Skill-building and Educational Opportunities, GHG Emissions Reductions
M-TR-2.2	Continue to dedicate staff time to develop, implement, and monitor the zero-emission vehicle plan for the Camarillo Area Transit.	Staff Capacity	GHG Emissions Reductions, Improved Public Health, Protection of Natural Resources



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
M-TR-2.3	Continue to partner with RATP or a similar entity to maintain and operate the transit fleet, including the transition to decarbonized vehicles.	Partnership	GHG Emissions Reductions, Improved Public Health, Protection of Natural Resources, Skill-building and Educational Opportunities
M-TR-2.4	Develop signage to advertise the zero-emission characteristics of public transit vehicles that highlight the GHG emission reduction benefits and versatility of electric and zero-emission vehicles.	Leadership	Skill-building and Educational Opportunities
M-TR-2.5	Work with local gas stations or fuel providers to procure biofuels (e.g., biodiesel) to operate and decarbonize transit fleet vehicles while electrification and decarbonized replacements are in progress.	Leadership	GHG Emissions Reductions, Improved Public Health, Protection of Natural Resources, Skill-building and Educational Opportunities

Key Performance Indicator(s):

1. Development of a Zero-Emission Plan by 2023
2. Development of signage to advertise the zero-emission characteristics of public transit vehicles
3. Gallons of biofuels procured annually

M-TR-3 ELECTRIFY OR OTHERWISE DECARBONIZE ALL MUNICIPAL OFF-ROAD EQUIPMENT BY 2035.

Primary Department: Administrative Services – Fleet Maintenance Division

The City of Camarillo operates a variety of pieces of off-road equipment (e.g., lawn and garden equipment as well as other outdoor power equipment) to maintain landscaping, parks, and open space, among other things. To establish a clear path towards decarbonization, the City will first complete a robust analysis of all existing off-road equipment and determine which equipment types are possible to decarbonize based on existing technologies. As technology advances, there may be additional opportunities to decarbonize larger or more unique pieces of equipment in the future. California approved amendments to Assembly Bill 1346 in 2022 (State of California 2021), which requires fleets to phase-out use of the oldest and highest polluting off-road diesel vehicles in California; prohibit the addition of high-emitting vehicles to a fleet; and require the



City of Camarillo Sustainability Master Plan for Municipal Operations

use of R99 or R100 renewable diesel in off-road diesel vehicles (CARB 2022). According to CARB (2022), the off-road sector (excluding locomotives, aircraft, waterborne vessels, portable equipment, and agriculture) comprises about 14% of the total statewide emissions of nitrous oxide (NO_x). That constitutes the second largest mobile source of NO_x in California, only exceeded by trucks on roads and highways (i.e., on-road trucks). It is anticipated that from 2024 through 2038, the current amendments will generate an additional reduction above and beyond the current regulation of NO_x and fine particle pollution (known as PM_{2.5}), both of which are air pollutants. This decrease in air pollution will result in direct benefits to City staff who operate the equipment and residents who live nearby.

Table 17 M-TR-3 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-TR-3.1	Complete an inventory of all municipal off-road equipment (e.g., lawn and garden equipment as well as other outdoor power equipment) and determine which equipment types are possible to decarbonize based on existing technologies. Complete a cost analysis for decarbonizing the equipment as part of the inventory.	Feasibility Study	Skill-building and Educational Opportunities
M-TR-3.2	Adopt an emissions-free equipment purchasing policy by 2024 for small off-road equipment to require purchase and replacement of such categories be electric or emissions-free consistent with Assembly Bill 1346. Regularly review and update the policy to include more types of equipment and vehicles as electric and emission-free options become available. Provide information on the City website outlining available incentives for residents and businesses.	Leadership	GHG Emissions Reductions, Improved Public Health, Protection of Natural Resources, Skill-building and Educational Opportunities
M-TR-3.3	Dedicate staff time to regularly implement and track the success of the emissions-free purchasing policy established as part of M-TR-3.2.	Leadership, Staff Capacity	Skill-building and Educational Opportunities
M-TR-3.4	Partner with the Pleasant Valley Recreation & Park District to support an educational program (in English and Spanish) for grounds, maintenance, and construction staff detailing the benefits of using decarbonized off-road equipment, with an emphasis on improved worker health and details on comparable equipment efficiency. Information from the educational program should be summarized into an infographic format and posted at parks, City-owned and operated buildings, and shared in the City's newsletter to highlight the emissions and overall health benefits in a way that is easily understood.	Partnerships	Improved Public Health, Skill-building and Educational Opportunities

Key Performance Indicator(s):

1. Complete an inventory of all municipal off-road equipment
2. Adopt an emissions-free equipment purchasing policy by 2024 for small off-road equipment



City of Camarillo Sustainability Master Plan for Municipal Operations

3. Gallons of biofuels procured annually
4. Establish Partnership with the Pleasant Valley Recreation & Park District to co-lead a bilingual educational program

M-EB-1 REDUCE EMPLOYEE VEHICLE MILES TRAVELED 10% BY 2035, FROM 2019 LEVELS BY DEVELOPING AND IMPLEMENTING A MUNICIPAL TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN BY 2028.

Primary Department: City Manager's Office

The COVID-19 pandemic drastically altered a variety of the ways we operate, including for some, how and if we commute to and from work. Measure M-EB-1 builds on this shift and aims to establish a Transportation Demand Management (TDM) Plan by 2028 to encourage and incentivize City employees to reduce their vehicle miles traveled (VMT) in single-occupancy and fossil-fuel-powered vehicles (M-BE-1.1). Implementation of this measure includes identifying costs and benefits associated with creating an incentive program to reward City employees for biking, ride sharing, and using public transit to commute to work (Action M-EB- 1.2). Additionally, in the past, City staff physically drove around to read water meters and issue citations. Over the past year however, successful structures have been preliminarily put into place to reduce travel time and VMT significantly, including making major strides on the water advanced metering infrastructure upgrade program and tracking the municipal vehicle miles traveled reduced from the automated program due to the reduction in trips to physically read meters (Action M-EB-1.9).

Table 18 M-EB-1 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-EB-1.1	Develop a municipal Transportation Demand Management (TDM) Plan by 2028 to encourage and incentivize City employees to reduce their VMT in single-occupancy and fossil-fuel-powered vehicles. Update the plan periodically based on survey results (e.g., Action M-SL-1.6) and newly available public transit and bike routes in the community. Publish the municipal TDM Plan on the City's website and distribute to local businesses to provide the community an example of comprehensive TDM plans focused on GHG emission reductions and equity.	Leadership	GHG Emissions Reductions, Improved Public Health, Protection of Natural Resources, Skill-building and Educational Opportunities
M-EB-1.2	Identify the costs and benefits associated with developing an incentive or subsidized commute program ⁸ to reward City employees for biking, ridesharing, and using public transit to commute to work. For example, the program could provide free public transit passes and free or subsidized access to electric bicycle programs to municipal employees and families.	Leadership	Cost savings

⁸ The California Department of Human Resources CAL HR provides examples of commute programs, and the City may use the State's Commuter program as a template.



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
M-EB-1.3	Develop a remote work policy that encourages and educates municipal office employees, as appropriate, to work from home one or two days a week and includes alternative work schedules where feasible.	Leadership	GHG Emissions Reductions, Improved Public Health, Protection of Natural Resources
M-EB-1.4	Partner with an entity such as the Broadband Consortium of the Pacific Coast (BCPC) and or surrounding jurisdictions to prepare a Broadband Plan that includes the following to support remote work and hybrid work schedules: <ul style="list-style-type: none"> A robust inventory of current broadband assets (e.g., conduit, fibers, antennas, poles, towers, abandoned or active facilities, and other relevant infrastructure) in the public right-of-way. Thoughtful community engagement A conceptual network design, financial assessment, organizational structure, and program details 	Feasibility Analysis	Skill-building and Educational Opportunities
M-EB-1.5	Promote and encourage employee participation in regional and national bike-to-work days/months.	Leadership	GHG Emissions Reductions, Improved Public Health, Protection of Natural Resources
M-EB-1.6	Create a map of the Calleguas Creek bike path with identified locations for bike repair stations based on community access.	Feasibility	Educational Opportunities
M-EB-1.7	Consider installing bike repair stations along the Calleguas Creek bike path and consider partnering with a local bike shop to provide bicycle repair support for residents traveling along the bike path or at a designated, central location.	Leadership	Cost savings, Skill-building and Educational Opportunities
M-EB-1.8	Consider installing bike lockers and showers in existing City-owned facilities (e.g., City Hall), where appropriate, to encourage City employees to bike to work and demonstrate the City's commitment to community bicycle safety and accessibility.	Leadership	GHG Emissions Reductions, Improved Public Health
M-EB-1.9	Complete the City's water advanced metering infrastructure upgrade program and track the municipal vehicle miles traveled reduced from the automated program due to the reduction in trips to physically read meters.	Leadership	Cost savings, GHG Emissions Reductions, Improved Public Health, Protection of Natural Resources

Key Performance Indicator(s):

1. Develop a municipal Transportation Demand Management (TDM) Plan by 2028



City of Camarillo Sustainability Master Plan for Municipal Operations

2. Perform a cost benefit analysis on an incentive program to reward City employees for biking, ridesharing, and using public transit to commute to work
3. Develop a remote work policy
4. Publish the municipal TDM Plan
5. Number of bike repair stations along the Calleguas Creek bike path
6. Number of bike lockers and showers in City-owned facilities
7. Complete the City's water advanced metering infrastructure upgrade program and track the municipal vehicle miles traveled reduced from the automated program

M-EB-2 REDUCE BUSINESS TRAVEL GHG EMISSIONS 50% BY 2035, FROM 2019 LEVELS.

Primary Department: City Manager's Office

Business travel for City staff generally includes time and resources spent getting to and from professional conferences, trainings, and meetings with clients or colleagues. It is an important aspect of many industries and can be crucial for networking, staying informed about relevant trends, and providing opportunities for professional and personal growth. However, it can also be tiring and stressful for employees, and with the rise of remote communication technologies, many jurisdictions are reconsidering the necessity of in-person business travel as well as sustainable opportunities to integrate when City staff travel is necessary. For example, as a first step, the City will adopt a policy requiring City employees to travel by train, carpool, or utilize other alternative modes of transportation where feasible. For shorter trips within and around the City and surrounding region, City employees will be provided with City-owned EV's and encouraged to use those vehicles instead of personal fossil-fuel vehicles, both to reduce emissions and better track City-generated VMT. With advancements in technology and communication tools, it is becoming increasingly possible to participate in many events remotely. In cases where physical attendance is not critical, alternative forms of transportation such as teleconferencing, video conferencing, or webinars can be a viable option. This will help reduce GHG emissions, lower travel costs, and increase efficiency. Furthermore, promoting sustainable transportation practices is becoming increasingly important for jurisdictions who want to lead by example and demonstrate their commitment to sustainability and an emphasis on environmental responsibility.



City of Camarillo Sustainability Master Plan for Municipal Operations

Table 19 M-EB-2 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-EB-2.1	Adopt a policy requiring City employees travel by train, carpool, or utilize other alternative modes of transportation for the purpose of business travel (e.g., conference attendance) where feasible (based on travel distance and destination).	Leadership	GHG Emissions Reduction, Improved Public Health
M-EB-2.2	Encourage City employees to use City-owned EV's for travel to offsite meetings (when travel distance and destination require a passenger vehicle) instead of personal fossil-fuel vehicles.	Leadership	GHG Emissions Reduction, Improved Public Health
M-EB-2.3	Continue to track and monitor employee's business travel by mileage and mode of transport. As part of this process, establish a mechanism to approve employee travel and inform staff on alternative transportation options.	Staff Capacity	Skill-building and Educational Opportunities
M-EB-2.4	Evaluate the cost/benefit analysis of virtual options for attendance of potential business travel such as to and from conferences or meetings, when available and appropriate, to reduce travel time and emissions generated.	Feasibility Analysis	Cost savings
M-EB-2.5	Continue to utilize and refine Camarillo Connect, which allows work orders to be submitted digitally and provides a mechanism for residents, business owners, and visitors to submit pictures or updates (i.e., leaky fire hydrant) which are routed to the appropriate City department to expedite the repair process, reducing unnecessary waste and vehicle miles traveled.	Leadership	Cost savings, Improved Public Health, Protection of Natural Resources
M-EB-2.6	Partner with Metrolink to create or advertise an existing incentive program, such as reduced or subsidized fares, that encourages City staff to use the train for business travel (e.g., conferences).	Partnerships Economic Viability	Cost savings

Key Performance Indicator(s):

1. Adopt an Employee Business Travel Policy
2. Track and monitor employee's business travel by mileage and mode of transport
3. Establish a mechanism to approve employee travel
4. Create a mechanism to standardize cost/benefit analysis of virtual options
5. Partner with Metrolink to create or advertise an existing incentive program



City of Camarillo Sustainability Master Plan for Municipal Operations

M-SW-1 REDUCE ORGANIC WASTE BY 75% BY 2025, FROM 2014 LEVELS IN LINE WITH SENATE BILL 1383 AND LANDFILL ZERO WASTE BY 2035, WHILE INCREASING MUNICIPAL PROCUREMENT OF RECOVERED ORGANICS WASTE PRODUCTS.

Primary Department: City Manager's Office

For the City of Camarillo, organic waste typically includes food, landscape and pruning waste, paper products, and paper. Additional sources of organic waste include manure, biosolids, digestate, and sludges; however, these types of materials are not typically generated by the City, beyond the Water Treatment Facility (California Department of Resources Recycling and Recovery [CalRecycle] 2023a). In California alone, there are more than 6 million tons of food waste thrown into landfills every year, representing approximately 18% of all materials that go to a landfill (CalRecycle 2023b). Methane gas, a powerful GHG pollutant 28 times more potent than carbon dioxide, as detailed in Chapter 2, is released from the anaerobic or oxygen free decomposition of organic waste, making landfills a significant source of GHG emissions. In California alone, landfilled organic waste emits 20% of the state's total methane (CalRecycle 2023c). Therefore, diverting organic waste from landfills through the recovery of edible food for human consumption or through composting prevents these emissions. To map out the progress that we can make, we must first understand where we are by completing an audit on current bin signage and then establish a clear plan to improve it in municipal buildings for bins on accepted landfill, recyclable, and compostable materials that clearly outlines what is accepted in each receptacle (Action M-SW-1.3). Additionally, as part of this effort, education would be provided to City staff regarding the current waste management practices and any modifications to the program as part of the annual education program detailed in Action M-SL-4.6 under Measure SL-4.

In addition to reducing organic waste generated, beginning in 2022, Senate Bill (SB) 1383 requires jurisdictions annually procure 0.08 tons of compost per capita. Meeting this annual procurement target provides Camarillo with an opportunity to reduce GHG emissions, leverage economic development, and foster environmental benefits. Applying compost to lands is an effective way to sequester carbon by storing it in the soil rather than releasing it to the atmosphere. Compost also provides additional environmental benefits including improving soil health, increasing water conservation, and providing erosion control—all of which can be important benefits for community parks, institutions, and other natural working lands. Moreover, applying compost at scale to meet the SB 1383 requirement will require new programs and investments in infrastructure. These investments provide us with an opportunity to support a green, self-sustaining economy that leverages high-road jobs development for the local workforce.



City of Camarillo Sustainability Master Plan for Municipal Operations

Table 20 M-SW-1 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-SW-1.1	Update the City's municipal purchasing policy to prioritize recyclable and compostable materials and ban single-use plastics and polyethylene film coated paper (e.g., water bottles, foodware, utensils, coffee cups).	Leadership	Protection of Natural Resources
M-SW-1.2	Provide reusable mugs for all new and existing employees to use as an effort to encourage the use of reusable alternatives to single-use items.	Leadership	Protection of Natural Resources, Skill-building and Educational Opportunities
M-SW-1.3	Complete an audit on current bin location and signage for landfill, recycle, and compost waste in municipal buildings to confirm that bins have clear signage and are colocated together for appropriate disposal. Where necessary, establish a plan to improve signage that clearly outlines what is accepted in each receptacle and enhance distribution of waste management bins.	Leadership	Protection of Natural Resources, Skill-building and Educational Opportunities
M-SW-1.4	Require large events, as defined in SB 1383, and encourage smaller events to employ or designate an event waste management team and have easy to understand waste, recycling, and organics bin signage to assist with source separation of waste generated at events.	Leadership	Protection of Natural Resources, Skill-building and Educational Opportunities
M-SW-1.5	Install recycling bins at any space where there are City-managed solid waste bins to divert recyclable materials from the landfill and work with the waste hauler to appropriately collect and dispose of the material. Additionally, provide free or reduced cost recycling bins and continue to provide free or reduced cost composting bins to residents to encourage community-wide participation.	Leadership	Protection of Natural Resources
M-SW-1.6	Partner with an entity such as E.J. Harrison and Sons to promote the City's existing programs, such as the free mulch program, shredding program, and household hazardous waste collection. Expand programs as necessary.	Staff Capacity, Partnerships	Protection of Natural Resources
M-SW-1.7	Transfer to digital timesheets from paper to reduce waste and streamline the process, saving staff time and vital resources.	Leadership	Cost savings
M-SW-1.8	Provide education about alternatives for business owners on alternatives to materials such as polystyrene, which was banned by the City in January 2022.	Leadership	Skill-building and Educational Opportunities
M-SW-1.9	Develop a donation space at each City-owned facility for lightly-used office equipment for City staff to donate when they no longer need the item and provide an opportunity for another staff member to use it.	Leadership	Cost savings



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
M-SW-1.10	Require City-owned properties and parks to procure and apply compost generated from organic waste in the City to the exterior of suitable facilities and on public lands as part of their operations and utilize this initiative to educate the community on the City's Free Mulch program.	Leadership	GHG Emissions Reductions, Protection of Natural Resources
M-SW-1.11	Apply to host a Climate Corps fellow or intern from the California State University Channel Islands to support the City in improving signage, developing a replicable procedure and data collection process for waste audits, performing the first waste audit, and training City employees on disposal methods.	Staff Capacity	Cost savings, Skill-building and Educational Opportunities
M-SW-1.12	Install compost bins at City-owned facilities, such as City Hall and the Library, to collect organics generated onsite by employees and provide a pilot project for the community to demonstrate the viability of composting at home and work. As part of this, identify management roles and responsibilities for managing the program.	Leadership	GHG Emissions Reductions, Protection of Natural Resources
M-SW-1.13	Partner with local businesses, nonprofits, and community groups or organizations to establish pop-up Repair Cafes for commonly broken and easily repaired items such as electronics, furniture, toys, camping equipment, athletic equipment, and much more. ⁹ Additionally, consider partnering with the library to promote reuse by increasing accessibility to shared tools through a tool lending program.	Partnerships	Cost-savings, Protection of Natural Resources, Skill-building and Educational Opportunities
M-SW-1.14	Continue to promote City-hosted waste management events, including paper shredding and electric waste management events to encourage residents to utilize the available services. Conduct exit surveys for residents participating in these events to identify additional opportunities that they would like to see the City explore.	Leadership	Protection of Natural Resources, Skill-building and Educational Opportunities
M-SW-1.15	Perform a waste audit periodically to track waste sources, gaps in signage and education, and opportunities to strengthen the purchasing policy (e.g., based on problem-some materials continuing to the landfill or the contaminating recycling and composting streams).	Feasibility Analysis	Skill-building and Educational Opportunities

Key Performance Indicator(s):

1. Update the City's municipal purchasing policy
2. Perform a waste audit periodically
3. Number of interns or fellows hosted
4. Ratio of compost bins to landfill and recycling at City-owned facilities
5. Number of pop-up repair cafes hosted
6. Number of library tools lent and to what number of individuals

⁹There are over 2,500 Repair Cafes around the world, including in Pasadena, Los Angeles, and Somis. <https://www.repaircafe.org/en/about/>



City of Camarillo Sustainability Master Plan for Municipal Operations

7. Implement the digital timesheet
8. Number of educational communications shared with business owners on alternatives to materials such as polystyrene
9. Develop a reuse program for lightly-used office equipment
10. Tons per capita of compost procured

M-W-1 REDUCE MUNICIPAL WATER CONSUMPTION IN ACCORDANCE WITH CALIFORNIA'S WATER SUPPLY STRATEGY.

Primary Department: Public Works – Water Division

Water use generates GHG emissions through the consumption of energy to transport, treat, and distribute water. The interconnection between energy and water is considered the water-energy nexus. Reducing potable water consumption would, therefore, also reduce energy use. Implementation of this measure will include an update to the municipal purchasing policy to require WaterSense labeled fixtures and appliances (Action M-W-1.1). Additionally, this measure would include submetering at City owned and operated buildings and facilities to track and monitor water use, including creating a succinct way to internally track specific use and complete repairs or prepare targeted education (Action M-W-1.9). Currently, water use is aggregated, making it difficult to understand and implement specific opportunities for improvement.

Table 21 M-W-1 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-W-1.1	Update the municipal purchasing policy to require WaterSense labeled fixtures and appliances, where feasible.	Leadership	GHG Emissions Reductions, Protection of Natural Resources
M-W-1.2	Evaluate the current landscaping on all City-owned properties and identify alternatives and opportunities for non-functional lawns. As part of this evaluation, analyze the existing watering/irrigation infrastructure, schedules, and mowing frequencies to determine water reduction strategies on City-owned properties.	Feasibility Analysis	GHG Emissions Reductions, Increased Resilience, Protection of Natural Resources
M-W-1.3	Continue partnering with WaterWise Consulting, Inc. to conduct indoor water efficiency retrofits at municipal buildings and schedule water efficiency improvements.	Feasibility Analysis, Partnerships	GHG Emissions Reductions, Increased Resilience, Protection of Natural Resources



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
M-W-1.4	Require removal of non-functional lawns (i.e., grass that is ornamental and not used for recreational purposes) from City-owned property by 2035 and replace them with native and drought-tolerant landscaping and/or multi-use landscaping (e.g., pollinator-friendly landscapes, edible landscapes).	Leadership	GHG Emissions Reductions, Protection of Natural Resources
M-W-1.5	Develop and implement a plan to update City-owned properties with improved green stormwater infrastructure (e.g., stormwater systems that direct water towards vegetation, permeable surfaces).	Leadership	GHG Emissions Reductions, Protection of Natural Resources
M-W-1.6	Remove existing grass and plant drought tolerant landscape at the Camarillo Public Library that employs water conservation and reduction measures (i.e., water-wise gardening practices such as drip irrigation, carbon sink farming, rain barrels) and install a community garden, native drought-tolerant landscaping, or alternative permeable land cover to promote the benefits of sustainable practices (and edible landscapes) through signage and community events.	Leadership	GHG Emissions Reductions, Increased Resilience, Protection of Natural Resources
M-W-1.7	Partner with an entity such as the Camarillo Community Garden nonprofit or Ventura County Master Gardeners to help City employees maintain City-owned community garden, native drought-tolerant landscaping, or alternative permeable land cover at the Camarillo Public Library and educate the community on water-wise gardening practices, native plants, growing food, and/or collecting and reusing grey water.	Partnerships	Cost savings, Skill-building and Educational Opportunities
M-W-1.8	Install rain barrels at City Hall to be used to water the native garden and as a demonstration project to educate the community about the benefits of collecting rainwater and available incentives.	Leadership	Cost savings, Protection of Natural Resources
M-W-1.9	Install submetering at City owned and operated buildings and facilities to track and monitor water use, including creating a succinct way to internally track specific use and complete repairs or prepare targeted education.	Leadership	Cost savings, Protection of Natural Resources
M-W-1.10	Analyze existing water meters for accuracy and revenue recovery.	Economic Viability	Cost savings

Key Performance Indicator(s):

1. Update municipal purchasing policy
2. Remove non-functional lawns by 2035
3. Develop a Green Stormwater Infrastructure Plan
4. Complete an existing watering/irrigation infrastructure evaluation by 2025
5. Install submetering at City owned and operated buildings and facilities
6. Install rain barrels at City Hall



City of Camarillo Sustainability Master Plan for Municipal Operations

D. GOAL: NATURAL ENVIRONMENT

The following measures and actions support the City’s goal of increasing sustainability related to the natural environment in Camarillo.

M-NR-1 BECOME A TREE CITY USA BY 2030.

Primary Department: Public Works – Streets/Landscape Division

Planting trees and increasing the urban forest has many benefits, including reducing impacts of extreme heat, energy costs for buildings that are protected by trees, and traffic noise, while increasing carbon sequestration potential and mitigating the impacts of climate change. Based on the current canopy coverage, the City of Camarillo has a Tree Equity Score of 74, with over half of the City scoring less than 75. The Tree Equity Score is established by American Forests and based on data from each neighborhood including existing tree canopy, population density, income, employment, surface temperature, race, age, and health. These metrics are combined into a single score between 0 and 100 (American Forests 2023). A score of 100 means that a neighborhood has achieved Tree Equity. Increasing tree canopy coverage will reduce emissions, improve rain interception rates, and result in avoided runoff. One way to increase this metric in tandem with other initiatives would be through dedication of staff time to first understand the current urban forest, and then dedicate staff time to improve it and solidify the City’s dedication by being recognized as a “Tree City USA.” The Tree City USA program was founded in 1976 with 42 communities across 16 states participating, and has grown to communities in all 50 states, as well as Washington D.C., and Puerto Rico (Arbor Day Foundation 2023). The requirements to become a Tree City USA are as follows: (1) develop a tree board or department, (2) establish a community tree ordinance, (3) include funding requirements in budgeting strategies to spend at least \$2 per capita on the urban tree forest, and (4) establish an event to celebrate Arbor Day. Tree City USA has an annual application deadline that must be complied with, however, there is currently no cost to apply.

Table 22 M-NR-1 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-NR-1.1	Quantify the estimated annual per capita spending on urban forestry. The following expenditures can be included: ¹⁰ <ul style="list-style-type: none">Worker salaries and benefitsTime spent on maintenance, including watering, insect control, mulching, pruning, biomass recycling, equipment maintenance, administrative time, and insurance.Trees, supplies, computer inventory software, equipment, and Arbor Day events	Feasibility Analysis	Protection of Natural Resources

¹⁰ <https://www.arborday.org/programs/treecityusa/documents/tree-city-usa-expenses-sheet.pdf>



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
	<ul style="list-style-type: none"> Tree care conferences, public education materials, memberships in and donations to tree organizations Volunteer time for tree board meetings, tree planting, and Arbor Day preparation Items donated including trees and tree planting services 		
M-NR-1.2	Using available tools and resources, such as the American Forests Tree Equity Score calculator tool, ¹¹ establish priority greening areas of Camarillo that currently lack urban canopy, or green spaces, identifying these locations as first-in-line locations for urban greening efforts under Tree City USA activities.	Feasibility Analysis	Skill-building and Educational Opportunities
M-NR-1.3	Dedicate staff time to establish partnerships with community groups/community-based organizations, religious institutions, and schools to promote habitat restoration events, establishing a list of physical spaces and engaged stewards for volunteer events related to urban greening. Recognize volunteer contributions at annual events, including City Council meetings, when appropriate.	Partnerships	Skill-building and Educational Opportunities
M-NR-1.4	Identify grant funding opportunities and engage with local nurseries and tree planting programs to identify and provide appropriate and cost-effective California native plants/trees that can be both planted in the ground or remain potted for all residents, including those living in rental/multi-family homes.	Economic Viability	Cost savings
M-NR-1.5	Consider dedicating staff time to apply for and maintain the Tree City USA's four overarching criteria points 1) having a tree board or department, 2) having a community tree ordinance 3) spending at least \$2 per capita on urban forestry, and 4) celebrating Arbor Day. Publicize the City's involvement on the website to clearly establish project responsibility and provide an update on the initiative.	Leadership, Staff Capacity	Skill-building and Educational Opportunities

Key Performance Indicator(s):

1. Apply for annual recognition as a "Tree City USA"
2. Number of established priority "greening areas"
3. Number of completed grant applications and dollars awarded

¹¹ The Tree Equity Score calculates scores based on how much tree canopy and surface temperature align with income, employment, race, age, and health factors. City government employees can use the score to make the case for planting trees in the neighborhoods that need them the most, and allocating the resources needed to do so. <https://treeequityscore.org/>



City of Camarillo Sustainability Master Plan for Municipal Operations

M-NR-2 ADD AND TRACK THE NUMBER AND GENERAL SQUARE FOOTAGE OF NEW COMMUNITY GARDENS, DROUGHT TOLERANT, NATIVE LANDSCAPING, OR OTHER PERMEABLE LAND COVER AND EXPANDED RECREATIONAL SPACES THROUGH PARTNERSHIPS WITH THE PARK DISTRICT, SCHOOLS, AND THE LIBRARY.

Primary Department: Public Works – Administration Division

As the world that we live in is becoming increasingly virtual, technology is being used for more creative and holistic purposes, such as creating detailed, yet easy to interpret maps and tracking dashboards. These tools are helping jurisdictions make more informed decisions, increase efficiency, and improve performance. By visualizing data in a clear and meaningful way, these tools can help identify patterns, highlight opportunities and challenges, and guide strategic decision-making. For example, once the City clearly identifies and maps the existing community gardens; publicly accessible drought tolerant, native landscaping; or other spaces covered with permeable space (Action NR-2.1), we will identify underutilized green space (e.g., vacant lots) that can be adopted by community members and community-based organizations to be turned into green spaces (Action NR-2.2). Virtual mapping tools can also help democratize access to information, allowing individuals to better understand their environment, track changes over time, and participate in decision-making processes. As technology continues to evolve and become more accessible, it is anticipated that these types of tools will become even more sophisticated and widespread, providing new opportunities for creativity, collaboration, and innovation.

Table 23 M-NR-2 Actions, Pillars, and Co-benefits

ID #	Action	Pillar	Co-Benefits
M-NR-2.1	Establish an online mapping location either hosted on a City webpage or through a community-based organization (e.g., Camarillo Community Gardens) to identify existing community gardens, publicly accessible drought tolerant, native landscaping, or other spaces covered with permeable space, and make a list of potential underused park space for expansion, setting internal key performance indicators for number of new garden, publicly accessible drought tolerant, native landscaping, or other spaces covered with permeable spaces.	Feasibility Analysis	Protection of Natural Resources, Skill-building and Educational Opportunities
M-NR-2.2	Identify underutilized green space (e.g., vacant lots) that can be adopted by community members and community-based organizations to be turned into green spaces, through publicization of existing resources and protocols for urban greening, and clear description of processes for establishing new community gardens, publicly accessible drought tolerant, native landscaping, or other spaces covered with permeable materials.	Economic Viability	Protection of Natural Resources, Skill-building and Educational Opportunities



City of Camarillo Sustainability Master Plan for Municipal Operations

ID #	Action	Pillar	Co-Benefits
M-NR-2.3	Convene an internal meeting with City Departments and the Pleasant Valley Recreation & Park District to liaise with the community on urban greening initiatives, identifying a key point person to organize community partnerships.	Staff Capacity, Leadership	Protection of Natural Resources, Skill-building and Educational Opportunities

Key Performance Indicator(s):

1. Number of acres identified and mapped year-over-year
2. Webpage traffic (number of clicks)
3. Square footage of underutilized green space converted



City of Camarillo Sustainability Master Plan for Municipal Operations

5. REFERENCES

- American Forests. 2023. Tree Equity Score. <https://treeequityscore.org/>
- Arbor Day Association. 2023. Tree City USA. <https://www.arborday.org/programs/treecityusa/>
- California Air Resources Board (CARB), California Climate Action Registry, ICLEI – Local Governments for Sustainability, The Climate Registry. 2010. CARB et al. Local Government Operations Protocol: For the quantification and reporting of greenhouse gas emissions inventories Version 1.1. https://ww3.arb.ca.gov/cc/protocols/localgov/pubs/lgo_protocol_v1_1_2010-05-03.pdf
- _____. 2022. CARB approves amendments to Off-Road Regulation to further reduce emissions. <https://ww2.arb.ca.gov/news/carb-approves-amendments-road-regulation-further-reduce-emissions>
- California Department of Resources Recycling and Recovery. (CalRecycle). 2023a. New Statewide Mandatory Organic Waste Collection. <https://calrecycle.ca.gov/organics/slcp/collection/>
- _____. 2023b. Preventing Food from Reaching the Landfill. <https://calrecycle.ca.gov/organics/food/>
- _____. 2023c. California’s Short-Lived Climate Pollutant Reduction Strategy. <https://calrecycle.ca.gov/organics/slcp/>
- California, State of. 2021 AB-1346 Air pollution: small off-road engines. https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202120220AB1346
- Camarillo, City of. 2020. Departments. <https://www.ci.camarillo.ca.us/departments/index.php>
- _____. 2022. Wastewater Master Plan. <https://cms7files.revize.com/camarilloca/City%20Projects/Wastewater%20Master%20Plan%202022.pdf>
- Clean Power Alliance (CPA). No date (n.d.). We work together to bring you access to the most sustainable energy available. <https://cleanpoweralliance.org/>
- Critical Ecosystem Partnership Fund. 2023. Protecting Biodiversity by Empowering People. <https://www.cepf.net/our-work/biodiversity-hotspots/california-floristic-province>
- Energy Star. N.d. Upgrade Your Lighting. https://www.energystar.gov/buildings/save_energy_commercial_buildings/ways_save_upgrade_lighting



City of Camarillo Sustainability Master Plan for Municipal Operations

National Aeronautics and Space Administration (NASA). 2023. Responding to Climate Change. <https://climate.nasa.gov/solutions/adaptation-mitigation/>

National Oceanic and Atmospheric Administration (NOAA) 2022. Can we slow or even reverse global warming? <https://www.climate.gov/news-features/climate-qa/can-we-slow-or-even-reverse-global-warming>

Society for Human Resource Management (SHRM). 2022. Climate Change Branding Can Lift Recruitment and Retention. <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/climate-change-branding-can-lift-recruitment-and-retention.aspx>

United Nations (UN). 1987. Report of the World Commission on Environment and Development: Our Common Future. <http://www.un-documents.net/our-common-future.pdf>

United States Census Bureau. 2022. Quick Facts; Camarillo City, California. <https://www.census.gov/quickfacts/camarillocitycalifornia>

United States Department of Agriculture. Forest Service. Urban Forests. <https://www.fs.usda.gov/managing-land/urban-forests>

United States Environmental Protection Agency (U.S. EPA). 2023a. Wildfires and Indoor Air Quality (IAQ). <https://www.epa.gov/indoor-air-quality-iaq/wildfires-and-indoor-air-quality-iaq#:~:text=During%20a%20wildfire%2C%20smoke%20can,to%20breathe%20indoor%20air%2C%20too.>

_____. 2023b. Climate Change and Human Health. <https://www.epa.gov/climateimpacts/climate-change-and-human-health>

World Meteorological Organization (WMO). 2021. State of Climate in 2021: Extreme events and major impacts. <https://public.wmo.int/en/media/press-release/state-of-climate-2021-extreme-events-and-major-impacts>



City of Camarillo Sustainability Master Plan for Municipal Operations

This page intentionally left blank.