



**COUNCIL ENVIRONMENTAL
SUSTAINABILITY COMMITTEE**

AGENDA

REGULAR MEETING – MONDAY, SEPTEMBER 16, 2019
PLAZA CONFERENCE ROOM AT CITY HALL – 500 CASTRO STREET
6:30 P.M.

1. CALL TO ORDER

2. ROLL CALL

Committee Members Alison Hicks, Ellen Kamei, and Chair Margaret Abe-Koga.

3. MINUTES APPROVAL

Minutes for the April 1, 2019 meeting have been delivered to Committee members and copies posted on the City Hall bulletin board. If there are no corrections or additions, a motion is in order to approve these minutes.

4. ORAL COMMUNICATIONS FROM THE PUBLIC

This portion of the meeting is reserved for persons wishing to address the Committee on any matter not on the agenda. Speakers are limited to three minutes. State law prohibits the Committee from acting on nonagenda items.

5. UNFINISHED BUSINESS – None.

6. NEW BUSINESS

6.1 SUSTAINABILITY ACTION PLAN 4

Staff will present and seek Committee input on a proposed Sustainability Action Plan 4 (SAP-4) for Fiscal Years 2019-2022. SAP-4 includes a series of overarching sustainability goals and maps out proposed actions the City will take to both meet its greenhouse gas reduction targets and achieve these overarching goals. Based on Committee feedback, staff will present a final version of SAP-4 to the City Council for input and adoption on October 22, 2019.

7. COMMITTEE/STAFF COMMENTS, QUESTIONS, COMMITTEE REPORTS

No action will be taken on any questions raised by the Committee at this time.

8. ADJOURNMENT

HP/2/MGR
621-09-16-19A

AGENDAS FOR BOARDS, COMMISSIONS, AND COMMITTEES

- The specific location of each meeting is noted on the notice and agenda for each meeting which is posted at least 72 hours in advance of the meeting. Special meetings may be called as necessary by the Committee Chair and noticed at least 24 hours in advance of the meeting.
- Questions and comments regarding the agenda may be directed to the Sustainability Division of the City Manager's Office at 650-903-6301.
- Interested persons may review the agenda and staff reports at the City Clerk's Office before each regular meeting. A copy can be mailed to you upon request. Staff reports are also available during each meeting.
- **SPECIAL NOTICE – Reference: Americans with Disabilities Act, 1990**
Anyone who is planning to attend a meeting who is visually or hearing-impaired or has any disability that needs special assistance should call the City Manager's Office at 650-903-6301 48 hours in advance of the meeting to arrange for assistance. Upon request by a person with a disability, agendas and writings distributed during the meeting that are public records will be made available in the appropriate alternative format.
- The Board, Commission, or Committee may take action on any matter noticed herein in any manner deemed appropriate by the Board, Commission, or Committee. Their consideration of the matters noticed herein is not limited by the recommendations indicated herein.
- **SPECIAL NOTICE**—Any writings or documents provided to a majority of the Council Sustainability Committee regarding any item on this agenda will be made available for public inspection in the City Clerk's Office, located at 500 Castro Street, during normal business hours and at the meeting location noted on the agenda during the meeting.

ADDRESSING THE BOARD, COMMISSION, OR COMMITTEE

- Interested persons are entitled to speak on any item on the agenda and should make their interest known to the Chair.
- Anyone wishing to address the Board, Commission, or Committee on a nonagenda item may do so during the "Oral Communications" part of the agenda. Speakers are allowed to speak one time on any number of topics for up to three minutes.



COUNCIL ENVIRONMENTAL
SUSTAINABILITY COMMITTEE

MINUTES

REGULAR MEETING – MONDAY, APRIL 1, 2019
COUNCIL CHAMBERS AT CITY HALL – 500 CASTRO STREET
6:30 P.M.

1. **CALL TO ORDER**

The meeting was called to order at 6:33 p.m. by Chair Abe-Koga.

2. **ROLL CALL**

Present: Committee members Alison Hicks and Ellen Kamei, and Chair Margaret Abe-Koga.

3. **MINUTES APPROVAL**

Motion – M/S Kamei/Hicks – Carried 3-0 – To approve the minutes of the March 15, 2018 meeting.

4. **ORAL COMMUNICATIONS FROM THE PUBLIC**

Hala Alshahwany commended the City for divesting from fossil fuels and helping to establish Silicon Valley Clean Energy, and hoped the City will continue in this way.

Dashiell Leeds spoke about bird safety design and light pollution, and how Mountain View should incorporate these more into development plans since habitat loss and unsafe building design for birds can be easily mitigated.

David Wasserman spoke about the paid parking plan and how it aligns with sustainability initiatives and spoke in favor of a thorough and comprehensive study.

5. **UNFINISHED BUSINESS** – None.

6. NEW BUSINESS

6.1 ENVIRONMENTAL SUSTAINABILITY PROGRAM ASSESSMENT AND STRATEGIC PLAN UPDATE AND APPROACH TO NEXT ENVIRONMENTAL SUSTAINABILITY ACTION PLAN

Assistant City Manager/Chief Operating Officer Audrey Ramberg, Environmental Sustainability Coordinator Steve Attinger, and Cadmus Associate Philip Kreycik presented a progress report on the consultant study to assess the Environmental Sustainability Program and develop a strategic plan, as well as the process for developing the fourth Environmental Sustainability Action Plan (ESAP-4). Ms. Ramberg, Mr. Attinger, and Mr. Kreycik responded to the Committee's questions.

Speaking from the floor in support and/or with recommendations:

- Mike Balma
- David Wasserman
- Hala Alshahwany
- Jamie Minden
- Clarissa Chen
- Bruce Karney
- Mary Dateo
- Jane Horton
- Paul Blumenstein
- Bruce Naegel
- Stephanie Lau-Chen
- IdaRose Sylvester

The Committee discussed this item.

7. COMMITTEE/STAFF COMMENTS, QUESTIONS, COMMITTEE REPORTS

Committee Chair Abe-Koga made an announcement about a Silicon Valley Clean Energy talk on building decarbonization at Cupertino Community Hall on April 10 from 6:00 p.m. to 7:00 p.m.

8. **ADJOURNMENT**

The meeting was adjourned at 8:58 p.m.

HP/2/MGR
621-04-01-19mn

**MEMORANDUM**

City Manager's Office

DATE: September 16, 2019

TO: Council Environmental Sustainability Committee

FROM: Erin Brewster, Sustainability Analyst II
Steve Attinger, Sustainability Coordinator
Audrey Seymour Ramberg, Assistant City Manager/
Chief Operating Officer

SUBJECT: Sustainability Action Plan 4

RECOMMENDATION

1. Provide input on the proposed Draft Sustainability Action Plan 4 (SAP-4) for Fiscal Years 2019-20 through 2021-22.
2. Forward the proposed SAP-4 to the City Council for review and consideration in the context of Citywide and department priorities.
3. Recommend to the Mayor to change the name of this committee to the Council Sustainability Committee.

BACKGROUND

The City Council adopted an original Environmental Sustainability Action Plan (ESAP) in March 2009 for Fiscal Years 2008-09 through 2010-11 to serve as a plan for achieving the City's short- and long-term sustainability goals. Subsequently, the Council adopted Environmental Sustainability Action Plan 2 (ESAP-2) in April 2012 for Fiscal Years 2011-12 through 2013-14. In 2015, the Council adopted a communitywide Climate Protection Road Map (CPR) and Municipal Operations Climate Action Plan (MOCAP) as road maps for achieving the City's greenhouse gas (GHG) reduction targets through 2050. In September 2016, the Council adopted Environmental Sustainability Action Plan 3 for Fiscal Years 2016-17 through 2018-19.

Between September 2017 and June 2018, the City Council convened the Environmental Sustainability Task Force 2 (ESTF-2), an advisory body of appointed community members who lived or worked in Mountain View. The core purpose of ESTF-2 was to

evaluate whether current City sustainability plans and goals should be modified based on new technologies and processes for addressing climate change. ESTF-2 produced a Final Report that recommended 36 actions to reduce community GHG emissions through 2030, which was presented to Council in June 2018. Staff performed a high-level analysis of these recommendations to verify assumptions on cost and GHG emissions reduction scenarios and presented these results to Council in December 2018. Attachment 1 provides a status of existing and planned actions related to each component of the ESTF-2 recommendations, including both City initiatives and those led by other organizations.

In response to the ESTF-2 recommendations, the City hired a consulting firm (Cadmus) in fall 2018 to conduct a Sustainability Program Assessment (including staffing, governance, and other City benchmarks) and develop a Sustainability Strategic Plan. On April 30, 2019, staff presented the Sustainability Strategic Plan to the City Council during a Study Session, offering three levels of response to climate change (Foundational, Advanced, and Innovative), with corresponding actions to be taken and additional program budget and staffing needed at each level. At this meeting, the Council directed the following:

Overall Direction

- Strive to achieve an Advanced or higher level of response.
- Identify and prioritize strategies to achieve the largest reduction in GHG emissions per funds spent.
- Return to the Council with specific initiatives to be undertaken as part of Sustainability Action Plan 4 (SAP-4).

Funding

- Create a three-year Sustainability Fund of \$7.5 million from the unallocated General Fund balance and a redirection of Fiscal Year 2018-19 and Fiscal Year 2019-20 Strategic Property Acquisition Reserve (SPAR) contributions. This amount is not enough to reach the funding estimated for the Advanced (\$11,800,000) or Innovative (\$13,600,000) levels, as currently defined.
- Identify other sources of ongoing funding, such as revenue from the new business license tax, short-term rentals, cannabis sales, the Development Services Fund, the Shoreline Community District, and Enterprise Funds.

- Explore the creation of new impact fees, as well as a revenue measure to increase the Transient Occupancy Tax (TOT), as other potential funding sources.

Broader Sustainability Scope

As identified in the Sustainability Strategic Plan, leading cities have incorporated social equity as a formal component of their sustainability programs. While this term can have different meanings in different contexts, it generally prioritizes the need to sustain people, not just the planet, and it acknowledges that sustainability impacts and solutions may vary across different socioeconomic groups. With an intention to formally incorporate a social equity lens, and in support of its long history of focus on its diverse community members, the City changed the name of the “Environmental Sustainability” Program to the “Sustainability” Program in July 2019. Related to this change, and referencing Recommendation 3, staff proposes renaming this committee the “Council Sustainability Committee” (CSC).

ANALYSIS

Staff has prepared a Draft SAP-4 plan for Fiscal Years 2019-20 through 2021-22 (Attachment 2). SAP-4 will serve as the City’s continued road map for strategic investment in sustainability. Among its proposed 80 new actions and 78 already-approved actions, SAP-4 contains both smaller projects that provide GHG reductions in the near term, and larger, longer-term infrastructure projects that may not have immediate impact but will yield significant GHG reductions over time. A combination of both of these strategies is necessary to achieve the City’s GHG emissions reduction targets adopted by Council.

SAP-4 Goals

While achieving the City’s short- and long-term GHG reduction targets remains the overall focus of the City’s sustainability program, the proposed SAP-4 actions encompass the broader spectrum of sustainability. SAP-4 actions are organized around high-level goals in each sector, to highlight the synergies between different actions across City departments and to recognize the broad array of interdependent policies and programs needed to achieve the City’s sustainability goals. This new structure for SAP-4 is largely a response to the emphasis in the ESTF-2 Final Report of approaching the City’s sustainability goals as a suite of complementary actions that relate to, and build upon, each other to create a far more effective outcome than if actions were pursued individually. These goals will enable the City to operate more systematically and increase the chance of reaching our emissions reduction targets over time.

The following list outlines the 28 goals around which the SAP-4 actions are organized. These goals were developed by staff and approved by the newly formed, cross-departmental Sustainability Governance Committee, and build on our existing efforts.

Transportation

The vast majority of transportation-related GHG emissions in Mountain View are due to single-occupancy vehicle travel. Therefore, the City's GHG reduction strategy in this area focuses on: (1) reducing the total vehicle miles traveled by encouraging a shift to walking, biking, transit, carpooling, and other alternatives to driving alone; and (2) electrifying the remaining vehicles on the road.

T1. Develop comprehensive, multi-modal transportation plans and strategies to decarbonize the sector. Multi-modal transportation planning that assesses GHG impacts of new infrastructure, systems, and programs is a key foundation for programs and policies to reduce GHG emissions from the transportation sector. (1 new action; 4 existing actions)

T2. Complete a low-stress network of active transportation infrastructure. A Citywide network of safe, convenient, and accessible active transportation with regional connections is necessary to support walking and bicycling, which have the lowest GHG impacts of any transportation mode and promote physical health and well-being. (3 new actions; 14 existing actions)

T3. Develop policies and programs that support active transportation in Mountain View. In addition to infrastructure, City programs can support and incentivize active transportation to catalyze mode shift away from vehicles. (5 new actions; 2 existing actions)

T4. Improve transit access and connections through regional collaboration. Collaboration with transit providers on infrastructure and service is critical to make transit more convenient for residents and employees, improve connections and local service, increase capacity, and reduce emissions from buses and trains. (7 existing actions)

T5. Improve road safety for all users. Properly designed safety-focused initiatives are a critical component of supporting active transportation by ensuring that residents and employees of all abilities feel comfortable using pedestrian and bicycle infrastructure in the City. (1 new action; 2 existing actions)

T6. Expand Transportation Demand Management efforts in Mountain View. Expanding TDM efforts to new parts of the City (e.g., new businesses and residential developments) and developing new programs will support efforts to reduce single-occupancy vehicle trips Citywide. (3 new actions; 4 existing actions)

T7. Accelerate the electrification of vehicles. While reduction of vehicle miles traveled is the primary focus of transportation-sector efforts, supporting the electrification of the on-road vehicle fleet through infrastructure and vehicle adoption is a key component of decarbonizing the transportation sector. (9 new actions; 2 existing actions)

T8. Reduce GHG emissions from City-owned fleet vehicles and equipment. Addressing this major contributor to the City's municipal operations GHG inventory will require improving fuel efficiency, electrifying fleet and equipment, and exploring other alternatives to fossil fuels. (4 new actions; 1 existing action)

T9. Reduce GHG emissions associated with City employee commutes. This sector is the second largest contributor to GHG emissions from City operations. (2 new actions; 1 existing action)

Buildings and Energy

With the launch of Silicon Valley Clean Energy, which provides carbon-free electricity to its customers in Mountain View, the majority of communitywide emissions from the energy sector come from natural gas usage. Reducing natural gas use in both new and existing buildings is critical to achieving further GHG reductions in the Buildings and Energy sector. In addition, integrating decarbonization measures into the design and operation of City facilities helps the City be a more effective leader in identifying the opportunities and challenges to reducing building emissions, and motivating the broader community to make these changes.

B1. Reduce GHG emissions from energy use in new buildings. Mountain View has planned for a significant amount of new development, and reducing the use of natural gas in new buildings reduces the need for future electrification retrofits to meet GHG reduction targets. (3 new actions)

B2. Reduce GHG emissions from energy use in existing buildings. Despite the significant amount of new construction expected in Mountain View, the current building stock will continue to be responsible for the vast majority of energy-related GHG emissions, and it is critical to address this emissions source. (5 new actions; 1 existing action)

B3. Decarbonize the energy supply. As new and existing buildings are electrified, it will be important to continue to develop a resilient, carbon-free energy supply for the community. (3 new actions; 1 existing action)

B4. Decarbonize and improve the efficiency of City facilities. While City buildings are responsible for a relatively small portion of emissions from municipal operations, implementing energy efficiency upgrades and engaging in efforts to eliminate the use of fossil fuels in City facilities offers cost savings benefits, enables the City to lead by example, and fosters a new mindset among employees that can enable staff to develop more effective community-focused programs. (8 new actions; 3 existing actions)

Land Use

L1. Develop land use strategies and policies that support VMT reduction. Planning for complete neighborhoods that facilitate travel by modes other than personal vehicles ensures new development supports the City's sustainability efforts and accelerates per-capita GHG emissions reductions. (4 existing actions)

L2. Incorporate broad sustainability measures into land use planning. In addition to GHG reduction, land use planning should support broad sustainability efforts such as green building, access to open space, green infrastructure and stormwater management, water conservation, and protection of wildlife habitat. (3 existing actions)

L3. Ensure that housing in Mountain View is affordable to a diverse range of households. Creating opportunities for residents of a broad socioeconomic range to live closer to where they work and addressing displacement reduces GHG emissions from transportation and improves quality of life. (2 existing actions)

Zero Waste

Z1. Achieve the City's Zero Waste goals. Reducing the amount of waste sent to landfill, especially organic material, reduces GHG emissions from the waste sector. (15 existing actions)

Water

W1. Reduce potable water use through efficiency and conservation measures. Ensuring that potable water is used as efficiently as possible helps create a

community that is more resilient to drought and other climate change impacts. (1 new action; 1 existing action)

W2. Increase the use of alternative water sources for nonpotable uses. Maximizing the use of alternative water sources (e.g., stormwater, rainwater, and recycled water) improves drought resilience by developing alternative supplies and reducing potable water use. (3 existing actions)

Parks and Ecosystems

P1. Manage open space to protect wildlife habitat, provide ecosystem services, and support sustainability goals. Open space and parks provide a broad array of sustainability and health benefits to the environment and community. (2 existing actions)

P2. Increase the City's tree canopy to provide environmental benefits, including carbon sequestration. The City's tree canopy goals support the broad sustainability and social benefits provided by trees, which include GHG emissions reduction and carbon sequestration. (3 new actions)

P3. Reduce emissions from landscaping equipment. While landscaping equipment represents a very small portion of community GHG emissions, electrifying this equipment wherever possible also reduces air pollution and noise. (2 new actions)

Core Sustainability Programs and Governance

S1. Integrate sustainability across City government. Improvements to interdepartmental sustainability governance, metrics, and reporting across all City departments will elevate the importance of sustainability and create a more collaborative approach to developing new sustainability programs and achieving the City's sustainability goals. (6 new actions)

S2. Improve GHG management and accounting. Achieving the City's GHG reduction targets requires efforts to improve the climate action and GHG inventory reporting processes, and to evaluate the City's GHG targets. (12 new actions)

S3. Provide accessible, engaging information about City sustainability initiatives and provide opportunities for community input. Engaging residents from across Mountain View's neighborhoods and different demographic and

socioeconomic groups is critical to development of equitable sustainability goals that can realistically be achieved through community action. (2 new actions; 1 existing action)

S4. Facilitate programs, tools, and events to educate residents about actions they can take to reduce their impact. Outreach to engage residents in making more sustainable choices is necessary to achieving the City's GHG reduction targets and addressing consumption-based emissions, which are not accounted for in the City's official GHG inventory but represent a significant contribution to climate change. (4 new actions; 3 existing actions)

S5. Engage businesses to educate, share best practices, and pilot new sustainability initiatives. Businesses are key partners in achieving the City's GHG reduction and sustainability goals since employee commutes and commercial energy use are responsible for the majority of communitywide GHG emissions in both the transportation and energy sectors. (2 new actions; 1 existing action)

S6. Create and implement outreach programs to encourage City employees to adopt sustainable practices. Engaging with City employees is important to reducing emissions associated with City facilities and commuting, and to encourage employees to make more sustainable choices outside of work. By modeling this behavior, City staff can influence community members in Mountain View and beyond. (1 new action; 1 existing action)

How the Actions for SAP-4 Were Developed

Staff developed SAP-4 based on the recommendations in the Environmental Sustainability Task Force 2 Final Report and Sustainability Strategic Plan, both of which used intensive stakeholder processes involving outreach to the Mountain View community and City staff. Staff discussed both sets of recommendations, along with direction from the City Council, and refined the list of proposed new actions through a series of interdepartmental meetings. These proposed new actions are outlined in Attachment 2.

In addition, where possible, staff collected relevant actions from existing department work plans that supported GHG reduction and sustainability goals. Attachment 3 has the full list of newly proposed and currently planned actions, as well as indicating the relevant Strategic Plan and Environmental Sustainability Task Force 2 recommendations for each action, if applicable. The intent of presenting the new and existing

actions is to highlight the full range of the City's sustainability efforts and show how the proposed new initiatives fit into a broader set of actions.

While SAP-4 is an attempt to capture relevant strategies, policies, programs, and projects from each City department, it is not an exhaustive list of all relevant sustainability actions under way. Rather, it is intended to broaden the scope of Sustainability Action Plans and increase interdepartmental collaboration in response to many of the recommendations in the Sustainability Strategic Plan. Staff expects the tracking of relevant sustainability efforts across all departments to improve as many of the strategies related to governance and interdepartmental collaboration and reporting are implemented over the next three years.

The list of "Proposed New Actions" (Attachment 2) includes those items not previously approved by Council or otherwise incorporated into a department work plan. These items are intended to be started within the three-year time frame and, in some cases, completed as well. As part of its analysis, staff considered an estimate of each action's GHG reduction potential and resulting cost-effectiveness, the overall benefit realized, and the synergies among different actions, current staff resources and workloads, the implementation timeline, the level of effort required, whether additional staff is needed, the cost, and the availability of funding to implement the action (including the new Sustainability Fund).

Staff identified the following seven different overall benefits to be used as criteria for including actions in SAP-4 (also shown at the end of Attachment 2):

1. Action results in direct GHG emissions reduction.
2. Action enables measures that create long-term GHG reduction.
3. Action results in improved internal sustainability/GHG management.
4. Action improves outreach and community engagement efforts.
5. Action yields cost savings to the City.
6. Action reduces consumption-based emissions.
7. Action supports other sustainability goals.

This resulted in the inclusion of actions that: directly or indirectly reduce emissions; produce cost-savings for the City; and improve the effectiveness of the City's

sustainability efforts through cross-departmental coordination and governance. Staff included an annual amount of GHGs reduced where the scope of an action has been reasonably defined and its emissions reductions can be calculated. Staff was not able to include the annual amount of GHGs reduced for actions that have not yet been fully scoped or for those where it is impossible to accurately predict the level of emissions reductions. Staff is confident the “package” of actions being proposed represents best practices among cities, customized for Mountain View. Further, many of the actions have co-benefits beyond emissions reductions, such as increased air quality, safer streets, improved public health, and cost savings.

Staff has provided a Spending Plan that provides a detailed breakdown of staffing and program costs during the three fiscal years of SAP-4 to be funded through the Sustainability Fund (Attachment 4). In some cases, proposed new actions have been grouped as a “package” to specify which actions are collectively dependent on the indicated additional staffing and to show the synergies that would be lost if the actions were implemented separately.

Many of the proposed items are contingent on additional staffing for implementation, as outlined in the later section titled “Proposed New Staffing to Support SAP-4.” In some cases, proposed positions fill critical staffing needs to support existing programs that are not feasible within current workloads. The Plan also specifies if programs/actions are already in the adopted budget or will be funded through other sources. The Spending Plan indicates whether costs are Limited-Period or ongoing and highlights ongoing costs beyond the three-year time frame of the Sustainability Fund.

Greenhouse Gas Emissions

In November 2009, the City adopted the following short- and long-term GHG reduction targets, expressed as a percentage below 2005 emissions levels:

Year	GHG Reduction Target
2012	5 percent
2015	10 percent
2020	15 percent to 20 percent
2025	26 percent
2030	37 percent
2035	48 percent
2040	58 percent
2045	69 percent
2050	80 percent

The preliminary 2017 Community GHG inventory, presented to Council in March 2019, showed that GHG emissions in Mountain View have for the first time begun to decrease, though the preliminary total of 716,535 metric tons of carbon dioxide equivalent (MT CO_{2e}) was still 2.9 percent above the 2005 baseline and nearly 100,000 MT CO_{2e} above the level needed to stay on track to reach the City's adopted reduction targets. Staff has begun to calculate the final 2017 Community GHG inventory and believes the final total will be closer to 650,000 MT CO_{2e}. This level of emissions is still about 5 percent above the interpolated 2017 target. Staff will present the final inventory to Council in December.

The "Proposed New Actions" document (Attachment 2) outlines the annual GHG reductions and cost-effectiveness of each proposed action, where possible. These actions are separated into Community and Municipal, and organized roughly by GHG emissions sector according to the Community and Municipal inventories. The estimations shown in the "Annual GHG Reduced" column were calculated by the ESTF-2 and staff based on examples of similar types of programs, making basic assumptions for scaling the proposed program to Mountain View.

Per Council direction in April 2019 to identify and prioritize specific strategies to achieve the largest GHG reductions for the investment, staff has calculated the cost-effectiveness of GHG-reducing actions in terms of cost per metric ton of carbon dioxide equivalent reduced. For most programs or actions, the exact cost-effectiveness will depend on the final program details. For example, the cost-effectiveness of a rebate program will vary depending on the value of the rebate offered, while for a building benchmarking ordinance it will depend on the number of buildings covered by the ordinance. This cost-effectiveness calculation (in Attachment 2) represents the total emissions reductions *expected through 2030*, to allow for more accurate comparison among actions since some actions result in a one-time GHG reduction, while others yield ongoing annual emissions reductions.

When designing the details of proposed programs, there is often a tradeoff between cost-effectiveness and total GHG reductions. For example, increasing the amount of a City rebate may increase the participation in the program and, therefore, the total GHG reductions achieved, but it may lower the cost-effectiveness of the measure. Staff will take these considerations into account when determining program details.

Emissions Reduction Strategy

To date, the majority of the City's success in reducing GHG emissions has been by supporting the creation of Silicon Valley Clean Energy (SVCE), which provides carbon-free electricity to the vast majority of residential and business customers in Mountain

View. The proposed actions in SAP-4 support continued energy sector “decarbonization” through reducing natural gas use.

Given that the largest portion of communitywide emissions is from transportation, it is important for the City to focus its efforts on encouraging active transportation, public transit use, and alternative-fuel vehicles. As such, the majority of actions in Attachment 2 and Attachment 3 are transportation-related and, therefore, staff proposes using the majority of the total funding leveraged from the Sustainability Fund and other sources to support transportation-related programs and staff.

Staff has proposed some actions that are not expected to result in direct GHG reductions because these actions are critical to supporting or enabling future programs and strategies that will yield significant GHG emissions reductions. In a few cases, staff is proposing actions that may not yield large GHG reductions, or ones that reduce emissions not currently accounted for in our City inventories (such as consumption-based emissions), but these actions support broader sustainability goals. The “Benefits Realized” column in Attachment 2 indicates the criteria satisfied by each action.

Key Actions

Many of the actions included in SAP-4 focus on the two largest contributors to the City’s communitywide GHG emissions: transportation and natural gas use. Reducing vehicle miles traveled, electrifying vehicles, and reducing natural gas use in new and existing buildings are critical to achieving Mountain View’s near- and long-term GHG reduction targets. The following list highlights nine of the key actions being proposed. The full list of 80 new actions is in Attachment 2.

Transportation

- Accelerate implementation of bicycle infrastructure projects for the next three years with the new, Limited-Period Active Transportation CIP team. (T2.17)
- Develop and implement a Citywide Bicycle Monitoring Program and Pilot Bicycle Facilities Project to enhance bicycle infrastructure, systems, and programs in the near term, including deployment of monitoring systems Citywide, pilot bike lanes on key corridors, and supporting infrastructure such as bike racks. (T2.16)
- Install additional EV chargers in downtown parking garages and evaluate opportunities to add EV chargers to other City facilities. (T7.3 and T7.5)

- Explore the feasibility of a downtown Transportation Demand Management pilot program to support small businesses and employees of the Downtown Parking District, which represents the part of the City best served by transit, in coordination with the TMA. This would allow the TMA to pilot new initiatives that may better serve smaller businesses and potentially help expand TDM programs and TMA membership beyond the large employers that are already members of the TMA. (T6.5)

Buildings and Energy

- Develop a reach code to incentivize or require electrification measures in newly constructed buildings through a regional process that includes robust outreach to staff and the community. (B1.1)
- Explore development of a second Energy Upgrade Mountain View-type of program, leveraging all available third-party and City-funded rebates to promote energy efficiency and fuel switching of appliances and vehicles. Develop a City-funded pilot program for fuel-switching rebates to address gaps in existing rebate/incentive programs. (B2.4 and B2.5)
- Develop a building energy benchmarking ordinance to address commercial energy use, possibly including mandatory audit or retro-commissioning measures. (B2.6)

Proposed New Staffing to Support SAP-4

There are a total of 10 new positions proposed to support key actions in SAP-4 within the operating departments and in the core Sustainability Program in the City Manager's Office. Six of the positions are Limited-Period, and four are ongoing. These staff positions were detailed in the Sustainability Strategic Plan, which identified a total of 15.75 FTE in new staff capacity required to support actions at the "Advanced" level. The Fiscal Year 2019-20 budget funded 3.75 FTE of the identified positions, 7 FTE are proposed as part of SAP-4, and an additional 5 FTE are proposed as part of other budget processes (three in the CIP and two in the Zero Waste Plan). The positions included in SAP-4 are described below, along with the key programs they support.

- **TDM and Parking Demand Management Analyst (1 FTE ongoing, CDD)** – This position provides policy evaluation and analysis support for Transportation Demand Management and Parking Management programs. The role also supports TDM compliance analysis and enforcement since additional staff will be needed to support the planned expansion of TDM requirements Citywide.

- **Active Transportation CIP Team (3 FTE Limited-Period—three years, PWD)**— This team of three limited-period staff will focus on active transportation projects, enabling the City to accelerate design and implementation of key infrastructure projects toward achieving long-term GHG emissions reductions in the transportation sector. Staff recommends that this team be funded as part of the capital improvement projects on which they would be working. Staff also recommends that the City Council take action on funding this team and the associated projects (including Transportation Items T2.16 and T2.17) as part of the next (2020-21) Capital Improvement Program so that the projects can be scoped, planned for, and approved in the context of all projects competing for funding.
- **Transportation Planner (1 FTE ongoing, PWD)**— This position addresses a gap in current staff capacity to support already-approved programs, particularly those related to overseeing projects that require regional coordination with transit agencies. The role would create capacity to manage transit-related projects, including supporting Caltrain electrification, expansion/modification of the Community Shuttle, and oversee “new mobility” services.
- **Program Manager for Building and Vehicle Electrification (1 FTE Limited-Period—two years, CMO)**— This position creates the capacity to develop key building and vehicle electrification programs. The programs supported are limited-period but are expected to yield high annual ongoing GHG emissions reductions. These programs require staff support beyond the existing capacity of the Sustainability Division, along with specialized expertise in key areas.
- **Deputy Building Official (1 FTE ongoing, CDD)**— This position was identified in the Sustainability Strategic Plan as addressing a key gap in current staffing capacity to achieve the foundational level of green building programs. Due to the volume of the current workload in the Building Inspection Division, staff has needed to prioritize the critical life safety issues that is the Division’s core responsibility, leaving little time to focus on green building and other relevant sustainability issues. The addition of a Deputy Building Official would provide the Division with the bandwidth to be forward-looking in addressing sustainability and climate goals in the building sector, including evaluating new building code considerations such as reach codes, developing policies and programs to streamline the provision of services to support green building, and providing input into State-level conversations on green building standards. This expansion of staff capacity could also help the City accelerate the adoption of advanced technologies that reduce GHG emissions in new development such as EVs, solar hot water systems, heat pumps, energy storage, cool roofs, green roofs, and many more. Due to the specialized expertise required to develop and

implement these programs, these duties cannot sufficiently be filled by staff in other departments.

- **Sustainability Facilities Project Manager and Sustainability Facilities Maintenance Worker I/II (2 FTE Limited-Period—two years, PWD)**—These two positions address a gap in current capacity to support basic energy efficiency projects, such as City facility lighting upgrades, due to prioritization of urgent maintenance needs. The roles would implement a backlog of key energy efficiency and electrification upgrades, as well as implementation of renewable energy projects, yielding annual savings for the City from reduced utility costs.
- **Chief Sustainability and Resilience Officer (1 FTE ongoing, CMO)**—This position would oversee the City’s sustainability program, providing oversight and strategic direction as well as critical upper-level management capacity to support new interdepartmental and regional collaboration. The CSRO would provide expertise on sustainability, resilience, and equity, and oversee the integration of sustainability into City policies and programs across the organization. Additionally, the CSRO would: (1) support the new Sustainability Governance Committee; (2) oversee developing interdepartmental sustainability metrics and reporting, future action plans, and a Citywide climate adaptation and resilience plan; and (3) lead collaboration on sustainability initiatives with peer cities and other sustainability networks. This position provides needed capacity to support existing and planned sustainability program management that cannot be accomplished with the current core staffing of one Coordinator and two Analysts. The Sustainability Strategic Plan estimated that 10 percent to 20 percent of an FTE is needed to support the Governance Committee and lead a proposed new manager-level working group. In addition, significant capacity impacts are expected to implement proposed new programs and outreach. Without this position, Sustainability Division staff would need to defer development and implementation of a significant number of other SAP-4 programs to support these new interdepartmental coordination responsibilities. It is anticipated that a CSRO would work in partnership with the Assistant City Manager/Chief Operating Officer, who serves as the department head for Sustainability, thus freeing up capacity for the full range of responsibilities for that position.

Fiscal Impact

The proposed new actions are estimated to cost \$10.5 million over the three-year time frame of the Plan and are proposed to be funded by the Sustainability Fund established by Council in April 2019 (in the amount of \$7 million) and capital improvement funding (Construction/Conveyance Tax, Capital Improvement Program (CIP) reserve, or other

in the amount of \$3.4 million). A detailed three-year spending plan for the \$7.5 million Sustainability Fund can be found in Attachment 4. Approval of this plan would commit the City to \$889,200 in annual ongoing costs, beginning in Fiscal Year 2022-23, to support the four ongoing staff positions recommended in SAP-4.¹ Specific funding for these ongoing costs is not currently identified but, if approved by Council, the costs would be built into long-range forecasts.

The Sustainability Fund Spending Plan outlines staffing and other program costs necessary to accomplish the recommended programs and other actions. Staff has estimated the cost as closely as possible. However, staff expects to refine the costs as the programs/actions are further developed and, therefore, requests discretion to allocate funds based on final program/action expenses. There is approximately \$500,000 unallocated within the Sustainability Fund for additional expenses associated with actions in SAP-4. Should staff identify additional need for funding, we would return to the Council.

Council Environmental Sustainability Committee Action

Council Environmental Sustainability Committee Action (CESC) input is requested related to the following questions:

1. Should any of the “Proposed New Actions” be removed or delayed to a future year?
2. Does the CESC recommend any additional high-priority actions?
3. Does the CESC support the proposed three-year spending plan for the Sustainability Fund to implement the SAP-4?
4. Does the CESC support renaming this committee?

Based on input received from the CESC and community, staff will further research/refine the proposed actions, as needed, and produce a final Draft SAP-4 for presentation to the City Council on October 22, 2019.

¹ Additional ongoing costs may be incurred beginning in Fiscal Year 2022-23 if any of the proposed Limited-Period staff positions are extended beyond their initial term.

ALTERNATIVES

1. Modify the proposed SAP-4 by adding, removing, or changing the order of the actions, or do not adopt SAP-4.
2. Do not provide funding as noted above and do not implement those actions.
3. Provide other direction.

CONCLUSION

Since its initial adoption in March 2009, the ESAP has served as a road map for achieving the City's short- and long-term sustainability goals. Adoption and implementation of the proposed SAP-4 will allow the City to build on its past sustainability successes and be well positioned to proactively address additional sustainability challenges in the future.

Since the sustainability landscape is constantly evolving, the CESC will continue to meet to assess the progress of SAP-4 initiatives and, as appropriate, to recommend additions or other modifications to SAP-4 for Council consideration in the context of Citywide and department funding priorities and workload.

EB-SA-ASR/2/MGR
620-09-16-19M

- Attachments:
1. Status of Existing and Planned Actions
 2. SAP-4: Proposed New Actions
 3. SAP-4: Newly Proposed and Currently Planned Actions
 4. SAP-4: Sustainability Fund Spending Plan

cc: CDD, PWD, ACDD, APWD – Cameron, APWD – Hosfeldt, PP, ZA, DZA – Hagan, TM – Lo, SWPM, WRM, FFM, TP – Baird, TP – Kim, SP – Anderson

Sustainability Action Plan 4 - Status of Existing and Planned Actions

Transportation Recommendations

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
T1	Revolutionize transportation in Mountain View	Set clear direction for City to fully develop biking, walking, transit, and EV infrastructure citywide by 2030	Existing efforts related to this recommendation are addressed below in the other transportation-related recommendations	Lead Agency: City of Mountain View In addition to initiatives listed below in the other transportation-related recommendations, SAP-4 proposes a Strategic Transportation Sustainability Master Plan that would fill in a gap in the City's current Climate Action Plan by outlining specific steps and secondary goals to reach the City's 2030 GHG reduction targets in the transportation sector.
		Accelerate efforts to upgrade both infrastructure and outreach		
		Redirect City resources from a vehicle focus to alternative modes of transportation and electrification		
		Provide sufficient funds		
T2	Implement group-buy programs to expand personal EV adoption	Pilot a group-purchase program of EV chargers/vehicles/bicycles for Mountain View residents and businesses.	Lead Agency: Business Council on Climate Change (BC3) The BC3 offers an annual limited-time, group-buy program for residential solar and electric vehicles from pre-vetted providers each year between August and December. This group buy program is open to residents of all 9 counties in the Bay Area region, including Mountain View. The City is exploring participating as an official outreach partners in this program, though residents are already eligible for its offers.	Lead Agency: City of Mountain View SAP-4 contains a proposed item to explore additional group-buy programs for EVs and EV chargers (T7.7) as well as a proposed incentive program for electric bicycles (T3.6).
T3	Expand EV charging infrastructure on public property and right-of-ways	Allow charging permits for privately owned, public charging in the Public Utilities Easement		<i>The City does not plan to pursue this action.</i>
		Perform a siting survey to identify high-opportunity sites	Lead Agency: City of Mountain View The City has already done a preliminary siting survey to identify priority sites for EV charger installation at City facilities after Council allocated funds to expand EV charging at City facilities in December 2018.	Lead Agency: City of Mountain View The City plans to conduct a more thorough siting analysis as part of the proposed EV Action Plan (T7.4).
		Incentivize/encourage public DCFC infrastructure with ownership, installation, and operation by third parties	Lead Agency: City of Mountain View The City has been identifying potential sites for DCFC charging at City-owned facilities, and	Lead Agency: SVCE As part of their EV Infrastructure Strategy, SVCE is developing a DCFC incentive program that would identify high-priority sites near target populations, including MUD residents, high traffic areas, and underserved areas. This program would facilitate a competitive RFP to encourage highest-value DCFC projects in priority locations and provide integrated technical assistance to MUD-located or MUD-serving DCFC. The City plans to work with SVCE to facilitate projects at high-priority sites in Mountain View.
		For residential and workplace (L1 and L2) focus on low-cost installations via grants and utility-funded installs	Lead Agency: PG&E PG&E is in the process of installing a large number of EV chargers at multi-unit dwellings and workplaces as part of their Charge Network incentive program, with several large projects already completed.	Lead Agency: SVCE As part of their EV Infrastructure Strategy, SVCE is developing incentive and technical assistance programs for Multi-Unit Dwellings (MUDs) and workplace charging, focusing on small- and medium-sized businesses. The City plans to work with SVCE to facilitate deployment of charging infrastructure in Mountain View through these programs.

Sustainability Action Plan 4 - Status of Existing and Planned Actions

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
T3	Expand EV charging infrastructure on public property and right-of-ways	Improve public signage for EV charging infrastructure	Lead Agency: SVCE SVCE is in the process of implementing a pilot EV signage program. If the agency decides to expand the pilot program, the City will coordinate with SVCE to determine the possibility of participating.	Lead Agency: City of Mountain View The City will examine public EV signage as part of its EV Action Plan (T7.4).
		Convert prime downtown parking spots into EV restricted spaces	Lead Agency: City of Mountain View Council allocated funding in Dec. 2018 to install additional EV chargers in the City-owned parking facilities downtown. Staff is currently coordinating with a vendor to install additional chargers in the two parking structures, pending grant funding.	
		Mandate and maintain a ratio of X% EV parking spots and chargers in public parking lots		Lead Agency: City of Mountain View The City's proposed EV Action Plan (T7.4) will examine the current and planned ratio of EV parking spaces in the downtown parking lots and make recommendations.
		Encourage vendors to install charging in City parks and other public places	Lead Agency: City of Mountain View The City is currently working with vendors to install additional parking at downtown parking facilities and other City sites such as the Community Center.	Lead Agency: City of Mountain View The City plans to evaluate opportunities to add EV chargers at City facilities downtown and other City-owned sites using the \$250,000 in funds allocated by Council in Dec. 2018 and leveraging any available grant opportunities (T7.5).
T4A	Solve the local solo-trip problem: MV Shuttle 2.0 and 3.0	"Shuttle 2.0" - redesign routes, greatly expand geographic coverage, frequency, and hours of operation.	Lead Agency: City of Mountain View Council allocated funding in Dec. 2018 to accelerate a Community Shuttle Study to evaluate local transit service needs and develop alternatives for expansion/modification of local shuttle services. The study is currently underway and expected to be shared with Council by the end of 2019.	
T4B	Solve the local solo-trip problem: Pilot discounted pooled ridesharing	Pilot discounted pooled ride-hailing and rideshare services	Lead Agency: Mountain View TMA The Mountain View TMA launched a 3-month Mid-Day Mobility Pilot Program that subsidizes up to \$5 of a shared ride-hailing ride that begins or ends in MV, which was extended through the end of 2019. Lead Agency: Mountain View TMA The Mountain View TMA launched a six-month pilot program with Waze Carpool offering a discounted, flat rate of \$2 per carpool ride to and from MV.	

Sustainability Action Plan 4 - Status of Existing and Planned Actions

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
T5	Support bicycling as a primary mode of transportation	Fund and implement the projects described in the BTP and adopt a planning process for completing the highest-priority projects within 5 years.	<p>Lead Agency: City of Mountain View</p> <p>There are a significant number of pedestrian and bicycle infrastructure improvements underway and expected to be complete within the next 5 years, including items T2.1 through T2.15 in SAP-4. The Comprehensive Modal Plan, currently underway, will prioritize all potential projects by identifying priority corridors and gaps in the current network.</p>	<p>Lead Agency: City of Mountain View</p> <p>Staff has proposed several action items in SAP-4 designed to significantly accelerate the implementation of active transportation infrastructure, including hiring a new CIP team dedicated to active transportation and a pilot bicycle facilities project (T2.17).</p>
		Improve intersections to reduce stress and increase safety for pedestrians and cyclists	<p>Lead Agency: City of Mountain View</p> <p>There are a number of improvements in planning or underway to improve intersections for cyclists and pedestrians. The Comprehensive Modal Plan, currently underway, will incorporate new data collection on Bicycle Level of Traffic Stress and Pedestrian Quality of Service and identify gaps in the network, including intersections.</p>	
		Ensure there is adequate bike parking citywide and continually assess demand for new bike parking, including at the MV Transit Center.		<p>Lead Agency: City of Mountain View</p> <p>The City plans to install a number of bike racks with VTA TFCA grant funds (T3.4), develop a bike rack request program for businesses and residents (T3.6), work with Caltrain to ensure adequate bicycle parking in the Transit Center redesign (T4.7), and update the bicycle parking ordinance (T3.7). The proposed Pilot Bicycle Facilities Project (T2.16) will also include a review of bicycle parking on priority corridors.</p>
		Adopt policies that require or incentivize existing employers and multi-family property managers to offer secure bike parking for employees and residents, and evaluate existing requirements.	<p>Lead Agency: City of Mountain View</p> <p>Secure bicycle storage requirements (both short-term parking and long-term parking) are incorporated into the East Whisman and North Bayshore Precise Plans, which requires secure bicycle parking in new commercial and office development as well as one secure bicycle parking space per unit in new multifamily development.</p>	<p>Lead Agency: City of Mountain View</p> <p>The City cannot require existing properties to add secure bicycle parking, but may explore incentives for bicycle storage as part of an expanded TMA program. SAP-4 includes a proposed item to update the bicycle parking ordinance (T3.7), which would apply to development citywide.</p>
		Implement a bike share program.	<p>Lead Agency: City of Mountain View</p> <p>The City launched its pilot bikeshare program in 2018 with two operators, both of which chose to cease operations prior to the end of the pilot. The City is currently soliciting new operators for the program, and staff will present a report on the bikeshare pilot and a potential scooter share pilot to Council in October.</p>	

Sustainability Action Plan 4 - Status of Existing and Planned Actions

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
T5	Support bicycling as a primary mode of transportation	Maintain programs to support and encourage bike transportation, including TMA programs and employer incentives.	<p>Lead Agency: City of Mountain View The City's North Bayshore and East Whisman Precise Plans include Transportation Demand Management (TDM) requirements for new development that can include active transportation incentives.</p> <p>Lead Agency: City of Mountain View The City is developing a pilot program to test new commuter incentives for City employees, including new bicycle benefits and an e-bike trial program.</p>	<p>Lead Agency: City of Mountain View SAP-4 contains several additional proposed programs designed to encourage bike transportation, including active transportation outreach (T3.1), a City-funded incentive program for e-bikes (T3.6), a potential Downtown TDM pilot program (T6.6) that could include bicycle incentives, and a residential TDM program to reduce drive-alone travel for non-commute trips (T6.7).</p>
T6	Restrict parking to encourage and fund alternative modes	Implement modest fees for parking in downtown public lots and parking structures and charge for on-street parking downtown.	<p>Lead Agency: City of Mountain View Options for implementing paid parking in City-owned lots and structures as well as on-street parking were evaluated as part of the Downtown Parking Action Plan study presented to Council in March 2019. Council directed staff to develop a Downtown Parking Strategy (to be presented in October 2019), but did not direct staff to pursue paid parking at this time.</p>	
		Encourage employers to purchase discounted transit passes for employees as an alternative to driving and parking.		<p>Lead Agency: City of Mountain View Staff has proposed partnering with the Mountain View TMA to explore the feasibility of a Downtown TDM pilot program that could include subsidized transit passes as part of SAP-4.</p>
		Implement neighborhood parking permits for a modest fee to address spillover parking	<p>Lead Agency: City of Mountain View Changes to the downtown residential parking permit system were analyzed as part of the Downtown Parking action Plan presented to Council in March 2019. Staff is currently preparing a Downtown Parking Strategy based on Council direction that will be presented to Council in October 2019.</p>	
		Unbundle parking from rents for residential and commercial tenants city-wide	<p>Lead Agency: City of Mountain View Unbundled and shared parking are currently in the design guidelines for new development in the North Bayshore and East Whisman Precise Plans.</p>	
		Rent parking spaces to autonomous EV fleets to recharge and park at night.		<p><i>No relevant actions currently planned, as there are no existing autonomous EV fleets in Mountain View.</i></p>
		Create a pedestrian mall on Castro Street.	<p>Lead Agency: City of Mountain View The City is currently conducting a feasibility study for a Castro Street pedestrian mall between Evelyn and Villa as part of the MV Transit Center redesign.</p>	

Sustainability Action Plan 4 - Status of Existing and Planned Actions

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
T7	Expand transportation demand management (TDM) to all of Mountain View	Implement a pilot TDM outreach program targeted to residents		Lead Agency: City of Mountain View SAP-4 contains a proposed item to implement a pilot TDM outreach program targeted at residents to reduce drive-alone travel, especially for non-commute trips through a targeted, community-based campaign (T6.7).
		Develop strong citywide TDM requirements for all new development, including commercial and multi-family residential.	Lead Agency: City of Mountain View The City is planning to develop a citywide TDM ordinance for Council consideration by FY 20-21 (T6.5).	
		Provide incentives for existing commercial property owners to adopt TDM.		Lead Agency: Mountain View TMA and City of Mountain View SAP-4 contains a proposed item to explore the feasibility of a downtown TDM pilot program to support small businesses and employees of the Downtown Parking District in coordination with the Mountain View TMA (T6.6). This project would serve as a pilot program to help the TMA develop programs to serve existing businesses and encourage businesses to join the TMA.
		Use TDM commitments to help provide both pooled transportation (shared rides or shuttles) and ongoing TDM outreach services citywide, including for residents, small employers, and visitors.	Lead Agency: Mountain View TMA The Mountain View TMA launched pilot programs for subsidized pooled ride-hailing and flat-rate carpooling to and from Mountain View. These programs may be extended further pending review of the success of the pilot programs.	Lead Agency: City of Mountain View The City plans to continue to support expansion of the TMA to address non-shuttle activities and expand services to better serve existing and smaller businesses (T6.1).

Sustainability Action Plan 4 - Status of Existing and Planned Actions

Buildings and Land Use Recommendations

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
B1	Adopt a decarbonization policy for buildings	Use the absolute targets outlined in the Climate Protection Roadmap as targets for natural gas consumption reduction in the building sector and report on them publicly via a dashboard.		Lead Agency: City of Mountain View SAP-4 contains proposed action items to set secondary metrics for the City's climate and sustainability goals and develop an internal and public-facing reporting process, including a dashboard.
		Commission a Building Baseline Study and create a Roadmap on how to get to low-carbon buildings by 2050.	Lead Agency: SVCE SVCE is in the process of completing a Building Baseline Study and Decarbonization Roadmap for the City of Mountain View as a pilot for a study for their entire service territory. City staff is coordinating with SVCE to ensure the study meets the needs of the City.	
BE1	Incentivize switching residential HVAC and water heaters from natural gas to electricity	Collaborate with SVCE and BAAQMD to fund the following incentives: - \$500-\$2000 per customer towards purchasing and installing electric/heat pump hot water heaters - \$3500 rebate per customer towards purchasing and installing space heating/cooling systems	Lead Agency: SVCE SVCE launched a pilot heat pump water heater incentive program in July 2019 that offers between \$2,000 - \$6,000 in incentives to eligible customers to replace a natural gas water heater.	Lead Agency: City of Mountain View SAP-4 includes a proposed City-funded rebate program to encourage replacement of natural gas furnaces with heat pump space heaters (B2.5).
		Establish a fund to hold public education workshops and establish list of trained and certified local installers to provide guidance and services for the conversion process.	Lead Agency: SVCE SVCE is working to compile a list of certified local installers and other resources as part of their pilot heat pump water heater incentive program and Customer Resource Center. Lead Agency: City of Mountain View The City is coordinating with SVCE, BayREN, and other agencies to continue to host workshops and trainings for the public regarding building electrification measures, and has secured funding that can cover these outreach measures.	
BE4	Increase efficiency of existing buildings through voluntary programs and city ordinances	Increase impact of voluntary energy efficiency programs through additional staff and outreach funding	Lead Agency: City of Mountain View The City is in the process of hiring a full-time Analyst to support sustainability outreach. Additionally, there are several planned outreach efforts to leverage existing energy efficiency incentive programs.	Lead Agency: City of Mountain View SAP-4 contains a proposed action to explore development of a second Energy Upgrade Mountain View-type program, leveraging all available third-party and City-funded rebates to promote energy efficiency and fuel switching (B2.4). Additionally, SAP-4 contains several proposed outreach initiatives that would promote residential energy efficiency and fuel-switching.

Sustainability Action Plan 4 - Status of Existing and Planned Actions

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
BE4	Increase efficiency of existing buildings through voluntary programs and city ordinances	Consider energy-efficiency ordinances to address the City's existing building stock, including energy audits or retrocommissioning, time-of-sale energy audits, and energy audits for rentals and leases		Lead Agency: City of Mountain View SAP-4 contains a proposed action to develop a proposed Building Energy Benchmarking Ordinance for large buildings in Mountain View, which may contain mandatory audit or retrocommissioning requirements (B2.6)
BE7	Encourage installation of EV chargers in existing multi-unit dwellings	Develop and implement a program to encourage installation of EV charging stations in parking lots and parking garages of existing multi-unit dwellings, including: - Providing technical assistance to property owners and managers - Developing a working relationship with organizations providing funding programs - Performing a siting survey to identify high opportunity buildings - Conducting outreach to property owners and managers - Identifying barriers to EVSE installation to streamline the process - Measure program results by counting number of chargers	Lead Agency: PG&E PG&E's Charge Network Program provided financial incentives and technical assistance for installation of EVSE in existing multi-unit dwellings, including working with property owners to develop designs and complete project installation. This program covered 100% of the costs of the supporting electrical infrastructure, and a portion of the cost of the chargers. PG&E received at least 9 applications for projects in multi-unit dwellings in Mountain View, and is in the process of working with property owners to implement these projects.	Lead Agency: SVCE As part of their EV Infrastructure Strategy, SVCE is developing an incentive and technical assistance programs for Multi-Unit Dwellings (MUDs). As part of this program, SVCE completed a siting survey and identified high-opportunity sites, including 82 properties with a total of 7,366 units in Mountain View. SVCE plans to work directly with these property owners to facilitate installation at a portion of these sites. The program would provide comprehensive technical assistance and 100% or near-100% cost coverage for installation.
BE9	Adopt a revenue-neutral differential utility tax encouraging low-carbon energy use	Implement a lower Utility User Tax on electricity and raise the UUT on natural gas to hasten the replacement of natural gas appliances with electric appliances.		<i>The City does not currently plan to pursue this action, due to PG&E restrictions and concerns over impacts on lower-income households and renters.</i>
BE12	Use City buildings to demonstrate leadership in electrification and energy efficiency	Conduct a deep energy efficiency and electrification retrofit analysis of City facilities, including feasibility of 80% reduction in emissions by 2030.		Lead Agency: City of Mountain View SAP-4 contains a proposed item to conduct a deep energy efficiency and electrification retrofit analysis of City facilities (B4.9).
		Implement deep-energy efficiency and electrification retrofits		<i>Implementation of projects will be considered after analysis is complete and projects and costs have been identified.</i>
		Increase the annual Energy Efficiency Capital Improvement Program funds		Lead Agency: City of Mountain View Discussions with City staff have identified the primary barrier to implementation of energy efficiency projects at City facilities to be staff capacity rather than funding. SAP-4 proposes two limited-period staff positions to address this and enable the completion of backlogged projects. SAP-4 also proposes finishing the development of a revolving loan program to provide increased funding for energy efficiency projects (B4.7)

Sustainability Action Plan 4 - Status of Existing and Planned Actions

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
BN1	Update green building code to move towards low-carbon building	Renew the MVGBC every three years per ESAP-3 #32, aiming to always surpass Title 24.	Lead Agency: City of Mountain View The Mountain View Green Building Code is renewed every three years as part of the standard code update cycle, and has always exceeded Title 24 since its development .	
		Adopt the existing reach code on low-rise residential new construction: all-electric design for areas with no gas lines		<i>Due to extremely low applicability to planned development, the City has not prioritized this action for implementation at this time.</i>
		Develop a reach code to mandate use of clean energy for all purposes (electric appliances and installation of EV chargers) in residential and commercial buildings by 2025	Lead Agency: City of Mountain View Staff is developing a proposed reach code for Council consideration to incentivize or mandate electrification measures in new construction (B. This reach code will be presented as part of the Building Code update on October 22, 2019.	Lead Agency: City of Mountain View Staff will review the performance of any adopted electrification reach codes (B1.1), analyze opportunities to further reduce natural gas use in new development (B1.2), and develop reach codes to promote all-electric construction in the 2022 code cycle (B1.3).
		Develop a reach code for existing homes that supports all-electric ready design when a building undergoes remodeling or retrofitting.	Lead Agency: City of Mountain View There are some electric-ready requirements in the State's 2019 Energy Code and Building Standards Code update that would apply to certain remodels and retrofits.	Lead Agency: SVCE As part of the Building Baseline Study and Decarbonization Roadmap (B2.1), existing building reach codes will be considered, and the City will evaluate any recommended options for inclusion in future code updates.
		Adopt a reach code to mandate solar PV for non-residential new construction.	Lead Agency: City of Mountain View Staff is developing a proposed reach code for Council consideration to mandate solar PV in new non-residential construction. This reach code will be presented as part of the Building Code update on October 22, 2019.	
BN3	Create financial and non-financial incentives for new above-code buildings	Expedited permitting and plan review for above-code projects so that the review time is approximately halved.		<i>Given that the vast majority of new development in areas with green building incentives choose to participate in these above-code FAR bonus programs, City staff does not believe it is feasible to expedite these processes for all qualifying development.</i>
		Extend the density and height bonuses planned for North Bayshore to all new buildings meeting this criteria in Mountain View.	Lead Agency: City of Mountain View Green building incentives have been included in the East Whisman Precise Plan, which focuses on transit-oriented development, and will be included as appropriate in future precise plan and general plan updates. However, staff does not believe that density or FAR bonus programs are universally appropriate for all areas of the City, as dense development in areas not well-served by transit, near areas with a high concentration of jobs, or without a "complete neighborhoods" strategy may increase VMT.	
		Reduce plan check fees and permit fees for ZNE buildings. (ESAP-3, #4)	Lead Agency: City of Mountain View This ESAP-3 item has been completed.	

Sustainability Action Plan 4 - Status of Existing and Planned Actions

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
BN3	Create financial and non-financial incentives for new above-code buildings	Job site signs - City green building construction job site signs could be made available for builders to help distinguish their projects from others.		<i>Due to extremely high participation in green building incentives, the City has not prioritized this action for implementation at this time.</i>
		Directory of participating designers and builders on the city website and included in packets at public events.		<i>Due to extremely high participation in green building incentives, the City has not prioritized this action for implementation at this time.</i>
		Green building excellence award series (commercial, industrial, and schools).	Lead Agency: SVCE SVCE sponsored regional "All-electric showcase awards" that highlighted standout examples of all-electric construction in different building types throughout their service territory.	<i>Due to extremely high participation in green building incentives and the significant staff time required to support this item, the City has not prioritized this action for implementation at this time.</i>
		Investigate independent incentives for sustainable material use, environmental product declarations, and construction debris management and waste diversion.	Lead Agency: City of Mountain View The City's green building criteria for East Whisman and North Bayshore include LEED® Gold certification requirements, and FAR bonus programs require LEED® Platinum certification. LEED® has optional credits related to sustainable materials, environmental product declarations and lifecycle analysis, and construction waste diversion that projects may choose to pursue. The City has requirements for diversion of construction and demolition debris, and ensuring compliance with these requirements is an action item in the City's Zero Waste Plan.	
BN4	Reduce embodied carbon in building construction and maintenance	Require LCA reporting as part of new construction in commercial buildings, starting with sites qualifying for FAR bonuses. Adopt building codes for building life-cycle performance and encourage material reuse and recycling.		<i>The City is monitoring efforts at the State level to address these issues, and may consider related actions for future implementation, but due to limited staff capacity is not pursuing them at this time.</i>
BN6	Require LEED® Platinum for city-owned new construction or major renovation	Update City policy to require LEED® Platinum certification for all new municipal construction and renovation projects over 5,000 square feet.		Lead Agency: City of Mountain View SAP-4 contains a proposed item to develop a policy requiring LEED® Gold certification and LEED® Platinum feasibility analysis for all new construction and renovation projects at City facilities. Additionally, this policy would state a preference for electric equipment and renewable energy or other carbon-free energy systems wherever possible.

Sustainability Action Plan 4 - Status of Existing and Planned Actions

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
BN8	Measure effectiveness of housing near transit	Adapt the California Department of Housing and Community Development TOD Housing-Program funds point system to evaluate TOD.	<p>Lead Agency: City of Mountain View</p> <p>The City has proposed a complete neighborhoods strategy for the East Whisman Precise Plan, which is designed to implement TOD (L1.1). This plan requires, rather than incentivizes, most of the items in the point system outlined in this recommendation. All of the VMT-reducing strategies referenced in the points system are either mandated for all new development or are included in the East Whisman FAR bonus program.</p> <p>Lead Agency: City of Mountain View</p> <p>In accordance with California's SB 743, the City is developing VMT thresholds for CEQA analysis that will apply to all projects subject to CEQA review. (L1.4)</p>	
BT1	Enliven Mountain View with native plants and oak trees	Organize outreach programs to encourage property owners and businesses to plant native species, especially oaks.	<p>Lead Agency: City of Mountain View</p> <p>The City's sustainability outreach promotes third-party events about landscaping with native and adapted species.</p>	
		Create sections of native plants and trees on public property.		<i>Due to limited funds, the City has not prioritized this item for implementation at this time.</i>
		Expand existing tree planting efforts with a goal of 50% of all new trees to be native species.	<p>Lead Agency: City of Mountain View</p> <p>The City plans to update the Community Tree Master Plan, and SAP-4 proposes to augment this effort to include a quantification of benefits including carbon sequestration (P2.2).</p>	<p>Lead Agency: City of Mountain View</p> <p>SAP-4 includes a proposed item to increase funding to Canopy, a nonprofit that supports outreach and education programs, to provide dedicated ongoing funding to improve tree planting and environmental education programs (P2.3).</p>
		Require new developments and major renovations to include landscaping of an area equivalent to 5% of building's square footage.		<i>No relevant actions planned at this time.</i>
		Incorporate the Santa Clara County Regional Conservation Investment Strategy for municipal buildings into the development approval process.		<i>No relevant actions planned at this time.</i>

Sustainability Action Plan 4 - Status of Existing and Planned Actions

Circular Economy Recommendations

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
W1	Lead collaboration among Bay Area cities to develop a solution to overseas recycling crisis	Partner with neighboring cities to develop domestic recycling centers, including lobbying at the state level where appropriate.	<p>Lead Agency: SMaRT Station/City of Mountain View</p> <p>The City, through its partnership with the SMaRT Station, already utilizes local recycling facilities wherever possible, including the HDPE processing center in Lodi, CA, mentioned in this recommendation.</p> <p>Lead Agency: State of California</p> <p>The recycling crisis is an active focus of CalRecycle, the State agency charged with overseeing waste management and diversion efforts in California. There are multiple relevant initiatives and funding programs directed at supporting this effort.</p>	<p>Lead Agency: City of Mountain View</p> <p>The City's Zero Waste Plan has many items focused on source reduction to reduce the amount of waste generated, as well as State packaging and product advocacy measures that address the recycling crisis via regional coordination through existing advocacy groups that support local governments in this effort.</p>
W2	Pass a resolution to support "Green Monday"	Pass a resolution to support "Green Monday" and provide outreach and partnerships to implement the program.		<p>Lead Agency: City of Mountain View</p> <p>SAP-4 contains a proposed item to develop a resolution supporting Green Monday and conduct outreach to residents and restaurants to spread awareness of and build support for the program (S4.7).</p>
W5	Expand Mountain View's composting program to all residential and commercial properties	Expand the Curbside Food Scraps Program to include all residential and commercial properties in Mountain View.	<p>Lead Agency: City of Mountain View</p> <p>All commercial properties in Mountain View are already eligible to subscribe to food scraps collection.</p>	<p>Lead Agency: City of Mountain View</p> <p>The City plans to expand the food scraps collection program to all multifamily properties (Z1.3).</p>
W9	Adopt a citywide ban on single-use disposable plastic foodware	Develop an ordinance prohibiting the sale and distribution of single-use disposable plastic foodware.	<p>Lead Agency: Santa Clara County</p> <p>The City has been participating in a regional effort to develop a model ordinance to address single-use plastic foodware.</p>	<p>Lead Agency: City of Mountain View</p> <p>As part of the Zero Waste Plan, the City plans to implement foodware packaging reduction measures, including expanding the Polystyrene Foodware Ordinance to include other single-use foodware items (Z1.2).</p>
W12	Implement a sustainable landscaping program in Mountain View	Encourage lawn replacement or reduction by leveraging sustainable landscape workshops and incentive programs where available.	<p>Lead Agency: City of Mountain View</p> <p>The Sustainability team regularly promotes workshops related to sustainable landscaping, and the Water Resources team promotes existing landscaping incentives, including for landscape conversions, irrigation upgrades and rainwater capture.</p>	
		Encourage composting to reduce fertilizers and encourage the use of Integrated Pest Management to reduce pesticides.	<p>Lead Agency: City of Mountain View</p> <p>The Sustainability team regularly promotes workshops related to sustainable landscaping whenever available, and the Zero Waste Plan includes an item to increase the use of free compost available from the City through outreach and advertising.</p>	

Sustainability Action Plan 4 - Status of Existing and Planned Actions

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
W12	Implement a sustainable landscaping program in Mountain View	Support electrification of landscape and garden equipment.	Lead Agency: City of Mountain View The City already uses electric landscaping equipment wherever possible, with consideration to usage constraints, and has recently purchased additional batteries to extend the run time of this equipment.	Lead Agency: City of Mountain View SAP-4 contains proposed items to fund the purchase and testing of additional electric landscaping equipment for the City (P3.1) and to evaluate options for a City rebate or trade-in program to encourage adoption of electric landscaping equipment in the community (P3.2).
W15	Partner with Palo Alto to install anaerobic digesters to produce clean energy	Decommission the biosludge incinerators at the RWQCP and install anaerobic digesters to process biosludge and food waste.	Lead Agency: RWQCP The RWQCP is proceeding with plans to decommission the biosludge incinerators in 2019 and has signed long-term contracts for off-site composting and other forms of sustainable biosolids processing.	Lead Agency: RWQCP The RWQCP is still considering future options for reducing emissions, including installation of anaerobic digester, though the process emissions from wastewater treatment remain the primary contributor to associated GHG emissions and would not be affected by changes in biosolids processing.
W16	Adopt a consumption-based emissions inventory for Mountain View's GHG accounting	Conduct a consumption-based inventory in addition to Mountain View's standard GHG inventory.	Lead Agency: City of Mountain View Staff are leveraging the most recent regional consumption-based inventory for Mountain View to inform policy, programs, and outreach.	

Outreach, Regional Collaboration, and Legislative Advocacy

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
O1	Create a new Sustainability Office for Mountain View	Create a new Sustainability Office in the City Manager's Office headed by a Chief Sustainability Officer, a Sustainability Manager/Coordinator, two Sustainability Analysts, and a Sustainability Specialist for a total of five full-time staff members.	Lead Agency: City of Mountain View The Sustainability Division has been permanently moved to the City Manager's Office, and is in the process of hiring a second full-time Analyst position. Funding for the Climate Corps fellow was also renewed for FY 19-20.	Lead Agency: City of Mountain View SAP-4 proposes a Chief Sustainability and Resilience Officer position.
		Create a permanent resident advisory body reporting to the Sustainability Office.		
O2A	Implement a residential and business outreach initiative	Develop a Residential and Business Outreach Program to empower residents and businesses to take actions that improve their environment and the community.		Lead Agency: City of Mountain View SAP-4 contains a number of new residential and business outreach programs.
O3	Conduct annual summit to review and track county, state, and federal sustainability actions	Sponsor an annual sub-regional summit for northern Santa Clara County cities to discuss pending sustainability legislation.	Lead Agency: City of Mountain View, Sustainability staff actively participate in a number of regional and national collaborative forums that actively track and/or advocate for sustainability-related legislation, including the League of California Cities, Silicon Valley Clean Energy Member Agency Working Group, Joint Venture's Public Sector Climate Task Force, the Urban Sustainability Director's Network, and Climate Mayors. Additionally, many City departments are members of specific advocacy organizations in their program area.	

Sustainability Action Plan 4 - Status of Existing and Planned Actions

Measurement and Metrics Recommendations

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
M1	Manage Mountain View's emissions budget as carefully as its financial budget	Conduct annual GHG inventories and streamline the emissions process so that a good estimate of prior year emissions is available no later than March 31, and results are reported by September 30 if possible.	Lead Agency: City of Mountain View Council approved annual community GHG inventories in March 2019. Sustainability staff worked with Google in 2018 to streamline the inventory process significantly, but due to data availability constraints, preliminary inventories cannot be completed earlier than fall of the following year. Staff plan to complete both preliminary and final GHG inventories as soon as the relevant data becomes available each year.	
		In years when emissions are less than the budget, the difference should be "banked."	Lead Agency: City of Mountain View Staff are currently evaluating the ESTF-2 recommendations related to greenhouse gas targets and inventories, and will present their recommendations to Council in December 2019 along with the Final 2017 and Preliminary 2018 Community GHG Inventories.	
		In years when emissions exceed the budget, the City should tap into its "emissions bank" and/or purchase enough carbon offsets to make up for the budget variance.		
M2	Set GHG reduction targets according to per capita goals based on service population	Set GHG targets based on per capita rather than absolute GHG emissions, according to Mountain View's service population. Abandon GHG targets not related to changes in population.	Lead Agency: City of Mountain View Staff are currently evaluating the ESTF-2 recommendations related to greenhouse gas targets and inventories, and will present their recommendations to Council in December 2019 along with the Final 2017 and Preliminary 2018 Community GHG Inventories.	
M4	Eliminate emissions associated with Direct Access electricity by 2025	Seek voluntary annual disclosure of energy consumption and carbon content from each DA customer	Lead Agency: SVCE Silicon Valley Clean Energy already seeks voluntary disclosure from Direct Access customers purchasing 100% renewable or carbon-free electricity in their service territory to estimate annual "adjusted" Direct Access emissions. Due to privacy restrictions in state law, they cannot disclose this information by jurisdiction, nor can they identify Direct Access customers.	
		Encourage DA customers who are not already buying 100% GHG-free electricity to buy RECs to offset electricity emissions	Lead Agency: State of California California's Renewable Portfolio Standard applies to all electricity suppliers in California, including Direct Access providers, and requires electricity sold to be 60% from eligible renewables by 2030 and 100% from carbon-free sources by 2045.	Lead Agency: City of Mountain View The City is exploring options for seeking voluntary disclosure of energy sources that are consistent with State regulations regarding disclosure of energy data.
		Encourage DA customers to renegotiate their contracts to source all electricity from GHG-free sources	Lead Agency: State of California California's Renewable Portfolio Standard applies to all electricity suppliers in California, including Direct Access providers, and requires electricity sold to be 60% from eligible renewables by 2030 and 100% from carbon-free sources by 2045.	<i>The City will consider relevant actions pending results of voluntary disclosure measures as part of a future Action Plan. This action is complicated by the City not knowing the identity of most Direct Access customers.</i>

Sustainability Action Plan 4 - Status of Existing and Planned Actions

ESTF-2 #	Name	Component Action	Related Existing/Ongoing Initiatives	Related Planned or Proposed Initiatives
M4	Eliminate emissions associated with Direct Access electricity by 2025	Add a fee to business licenses issued beginning Jan. 1 2025 that applies to companies that purchase DA electricity but cannot demonstrate the electricity they buy is at least 95% GHG-free.	Lead Agency: State of California California's Renewable Portfolio Standard applies to all electricity suppliers in California, including Direct Access providers, and requires electricity sold to be 60% from eligible renewables by 2030 and 100% from carbon-free sources by 2045.	<i>The City will consider relevant actions pending results of voluntary disclosure measures as part of a future Action Plan. This action is complicated by the City not knowing the identity of most Direct Access customers.</i>
M10	Implement a knowledge resource for electrification and other sustainability actions	Partner with Silicon Valley Clean Energy and other agencies to collect and disseminate knowledge about beneficial electrification, with SVCE providing and maintaining the knowledge base and the City providing facilities for extended outreach to the community.	Lead Agency: SVCE SVCE is developing its Customer Resource Center, which will provide comprehensive information about electrification of buildings and vehicles.	Lead Agency: City of Mountain View SAP-4 contains a number of proposed outreach programs to promote electrification.
M13	Set annual GHG reduction targets for Mountain View that decline by a constant percentage	Set annual GHG emissions reduction targets that decline by a constant percentage rather than constant amount each year.	Lead Agency: City of Mountain View Staff are currently evaluating the ESTF-2 recommendations related to greenhouse gas targets and inventories, and will present their recommendations to Council in December 2019 along with the Final 2017 and Preliminary 2018 Community GHG Inventories.	

Sustainability Action Plan 4: Proposed New Actions

Community Actions and Supporting Staff

Transportation

Planning

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
T1.5	Develop a Strategic Transportation Sustainability Master Plan	CMO				Med.	N	\$150,000	0	N/A	2

Active Transportation

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
T3.1	Create dedicated funding for active transportation outreach	PWD				Low	N	\$240,000	Unknown	TBD	2
T5.1	Adopt Vision Zero Policy and develop and implement Action Plan	PWD				High	Y	\$750,000	Unknown	TBD	2
T2.1	Conduct assessment to apply for Measure B grant funds.	PWD				Low	N	\$15,000	0	N/A	2
T3.2	Develop guidelines and infrastructure for e-scooter share pilot	PWD				Med.	N	\$50,000	19	\$537-\$2,684	1
T3.5	Develop a bike rack request program.	PWD				Low	N	\$0	0	\$0	2
T3.6	Develop rebate program for e-bikes and other mobility devices	CMO				Med.	N	\$110,000	84-313	\$36-\$137	1
T3.7	Update the bicycle parking ordinance.	CDD				Low	N	\$0	0	\$0	2
T2.16	Implement a Citywide Pilot Bicycle Facilities and Monitoring Program	PWD				High	N	\$1,500,000	1,235	\$205	1
T2.17	Accelerate implementation of bicycle infrastructure projects	PWD				High	Y	TBD	TBD	TBD	1

Transportation Demand Management

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
T6.1	Support expansion of TMA programs to serve new businesses.	PWD				Med.	Y	\$0	TBD	\$0	1
T6.6	Explore development of downtown TDM pilot program.	CDD				Med.	Y	\$480,000	500	\$450-\$600	1
T6.7	Implement residential TDM program to reduce drive-alone travel	CMO				Med.	N	\$150,000	110	\$135	1

Vehicle Electrification

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
T7.2	Evaluate pricing for EV charging at City-owned EV chargers.	CMO				Low	N	\$0	0	N/A	2
T7.3	Install additional EV chargers in downtown parking garages.	PWD				Med.	N	\$0	590	\$0	1
T7.4	Develop an Electric Vehicle Action Plan.	CMO				Med.	N	\$0	0	N/A	2
T7.5	Evaluate opportunities to add EV chargers to other City facilities	CMO				Med.	N	\$0	TBD	TBD	2
T7.6	Evaluate vendor options for existing EV chargers at City facilities	CMO				Low	N	TBD	0	N/A	5
T7.7	Facilitate an EV and EV charger group buy or discount program.	CMO				Low	N	\$30,000	282	\$10	1
T7.8	Support SVCE program to install EV chargers in MUDs.	CMO				Low	N	\$0	TBD	\$0	1
T7.10	Install additional EV chargers as needed at City facilities	PWD				Med.	N	TBD	TBD	TBD	1
T7.11	Review EV zoning recommendations from countywide study.	CDD				Low	N	\$0	0	N/A	2

Sustainability Action Plan 4: Proposed New Actions

Energy

New Buildings

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
B1.1	Develop a reach code to support building electrification	CDD				Med.	N	\$0	TBD	\$0	1
B3.2	Develop a reach code to require non-residential solar PV	CDD				Low	N	\$0	0	N/A	7
B1.2	Explore further restrictions on natural gas use in new buildings	CDD				Low	N	\$0	0	N/A	2
B1.3	Develop building electrification reach codes for 2022 code cycle	CDD				Med.	Y	\$0	TBD	TBD	1

Existing Buildings - Residential

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
B2.2	Promote SVCE's heat pump water heater incentive pilot.	CMO				Low	N	\$0	15	\$0	1
B2.4	Explore a second Energy Upgrade Mountain View type of program.	CMO				High	Y	\$260,000	322	\$21	1
B2.5	Develop a City-funded fuel-switching rebate program for homes.	CMO				High	Y	\$160,000	95	\$187	1

Existing Buildings - Commercial

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
B2.6	Develop a Building Benchmarking and Disclosure Ordinance	CMO				High	Y	\$250,000	5,050	\$10	1

Energy Supply

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
B3.3	Develop a Clean Energy Pledge for businesses.	CMO				Med.	Y	\$0	TBD	TBD	2
B3.4	Research options to require energy source/carbon disclosure.	CMO				Low	Y	\$0	0	N/A	2

Off-Road Equipment

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
P3.2	Evaluate a trade-in or rebate program for landscaping equipment.	CMO				Low	N	\$0	0	N/A	7

Other (Consumption-Based Emissions, Carbon Sequestration/Offsets, etc.)

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
P2.1	Partner with Google to improve tracking of tree canopy cover	CMO				Low	N	\$0	0	N/A	7
P2.2	Update the Community Tree Master Plan.	CSD				Med.	N	\$45,000	0	N/A	7
S2.10	Investigate potential local carbon sequestration projects	CMO				Med.	N	TBD	TBD*	TBD	7
P2.3	Partner with Canopy to expand tree planting and outreach.	CSD				Low	N	\$170,000	TBD*	TBD	7

Sustainability Action Plan 4: Proposed New Actions

Sustainability/Climate Action Planning and GHG Inventories

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
S1.1	Establish SAP-4 implementation team for metrics and reporting.	CMO				High	N	\$0	0	N/A	3
S1.2	Allocate funds for community and municipal pilot projects and training.	CMO				Med.	N	\$150,000	TBD	TBD	1,2
S2.1	Evaluate ESTF-2 recommendations for GHG targets/accounting.	CMO				Low	N	\$0	0	N/A	3
S2.2	Complete Preliminary 2018 and Final 2017 Community GHG Inventories.	CMO				Low	N	\$0	0	N/A	3
S2.4	Work with Google to improve GHG inventory transportation data	CMO				Low	N	\$0	0	N/A	3
S2.5	Complete Final 2018 Community GHG Inventory.	CMO				Low	N	\$0	0	N/A	3
S2.6	Evaluate use of CURB tool for prioritizing GHG reduction efforts	CMO				Med.	N	\$0	0	N/A	3
S2.7	Investigate use of carbon offsets.	CMO				Med.	N	TBD	TBD*	TBD	3
S2.8	Complete 2019 Community GHG Inventory.	CMO				Low	N	\$10,000	0	N/A	3
S2.9	Develop a 2030 GHG Reduction Plan.	CMO				High	N	\$0	0	N/A	2
S1.5	Develop a city resilience and adaptation plan.	CMO				High	Y	\$150,000	0	N/A	3
S1.6	Develop Sustainability Action Plan 5.	CMO				High	N	\$0	0	N/A	2
S2.11	Complete 2020 Community GHG Inventory.	CMO				Low	N	\$10,000	0	N/A	3

Community Outreach

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
S4.3	Develop Community Climate Solutions platform and conduct outreach	CMO				High	N	\$35,000	1,625*	\$7	1,6
S3.2	Develop an informal volunteer community group to support outreach	CMO				Med.	N	\$0	0	N/A	4
S3.3	Develop a sustainability dashboard for the City's website	CMO				Med.	N	\$0	0	N/A	4
S4.5	Run the Cool Block program in Mountain View neighborhoods	CMO				High	N	\$125,000	2,344*	\$53	1,6
S4.6	Run YellowTin program to educate about home upgrades.	CMO				Low	N	\$60,000	TBD	TBD	1
S5.2	Create a program for peer learning support for small businesses	CMO				High	N	\$30,000	TBD	TBD	4
S5.3	Hold sustainability roundtables for large businesses	CMO				Med.	N	\$0	0	N/A	4
S4.7	Develop a resolution and outreach in support of a plant-based diet	CMO				Med.	N	\$10,000	2,727*	\$3	6

TOTAL PROGRAM COSTS - COMMUNITY ACTIONS: \$ 4,940,000

Supporting Staff: Community Actions

Task #	Action	Lead Dept.	Timeline			Cost
			FY 19-20	FY 20-21	FY 21-22	
1 FTE	Chief Sustainability and Resilience Officer (ongoing)	CMO				\$631,000
1 FTE	Program Manager - Building and Vehicle Electrification (LP, 2 years)	CMO				\$428,000
1 FTE	TDM and Parking Demand Management Analyst (ongoing)	CDD				\$465,500
1 FTE	Senior Planner (ongoing)	CDD				(in budget)
1 FTE	Deputy Building Official (ongoing)	CDD				\$546,000
3 FTE	Active Transportation CIP Team (LP, 3 years starting FY 20-21)	PWD				\$1,926,000
1 FTE	Transportation Planner (ongoing)	PWD				\$580,500

TOTAL STAFF COSTS- COMMUNITY ACTIONS: \$ 4,577,000

TOTAL PROGRAM AND STAFF COSTS - COMMUNITY ACTIONS: \$ 9,517,000

* Some or all of the expected GHG emissions reductions from these items are consumption-based and will not affect the City's GHG inventory.

blue highlighted cell indicates items are proposed to be funded by capital improvement funding instead of Sustainability Fund:

Sustainability Action Plan 4: Proposed New Actions

Municipal Operations Actions and Supporting Staff

Sustainability Governance

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
S1.3	Investigate new Sustainability Reserve funding sources	CMO				Med.	N	\$0	0	N/A	2
S1.4	Evaluate certifications such as STAR or LEED for Cities.	CMO				Low	N	\$0	0	N/A	3

Climate Action Planning and Inventories

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
S2.3	Complete Final 2017 Local Government Operations GHG Inventory.	CMO				Med.	N	\$0	0	N/A	3
S2.12	Complete 2020 Local Government Operations GHG Inventory.	CMO				Low	N	\$0	0	N/A	3

City Buildings/Facilities

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
B4.1	Analyze opportunities for electrification during renovations	PWD				Low	N	\$0	TBD	\$0	1
B4.5	Develop LEED® Gold certification policy with LEED® Platinum analysis	CMO				Low	N	\$0	TBD	\$0	7
B4.6	Develop electrification and renewable energy policy for City facilities	CMO				Low	N	\$0	TBD	\$0	1
B4.7	Develop revolving loan program and provide seed funding.	CMO				Low	N	\$200,000	TBD	TBD	5
B4.8	Implement energy efficiency upgrades in City facilities	PWD				High	Y	TBD	TBD	TBD	5
B4.9	Conduct deep energy/electrification retrofit analysis of City facilities	PWD				Med.	Y	\$50,000	1,083	(\$470) savings	1
B4.10	Address energy use from plug loads at City facilities.	PWD				Med.	Y	\$0	TBD	TBD	5

Employee Commute

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
T9.2	Revise employee commute survey to support GHG inventory	CMO				Low	N	\$0	0	N/A	3
T9.3	Evaluate City employee demand for EV charging.	CMO				Low	N	\$0	0	N/A	2

Fleet

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
T8.1	Develop a Clean Fleets Policy.	PWD				Low	N	\$0	TBD	\$0	2
P3.1	Expand use of electric landscaping equipment and test new models	CSD				Low	N	\$10,000	0.42	\$2,380	1
T8.3	Develop a Fleet Electrification Plan.	PWD				High	N	\$0	TBD	\$0	2
T8.4	Explore fuel efficiency measures to reduce City fleet fuel use	PWD				Med.	N	TBD	TBD	TBD	1
T8.5	Explore opportunities to pilot or test heavy-duty electric vehicles	PWD				High	N	TBD	TBD	TBD	2

Water

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
W1.2	Investigate installing a CIMIS weather station.	CSD				Med.	N	\$0	0	N/A	7

Sustainability Action Plan 4: Proposed New Actions

City Employee-Focused Outreach and Programs

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
S6.2	Re-establish the Green Team of City employees.	CMO				Low	N	\$0	0	N/A	4
B4.11	Implement an energy conservation campaign for City staff.	CMO				Med.	N	\$0	TBD	\$0	5

TOTAL PROGRAM COSTS - MUNICIPAL ACTIONS: \$ 260,000

Supporting Staff: Municipal Operations

Task #	Action	Lead Dept.	Timeline			Level of Effort	Requires Additional Staff?	Cost	Ann. GHG Reduced (MT CO ₂ e)	Cost Effectiveness (\$/MT CO ₂ e)	Benefits Realized
			FY 19-20	FY 20-21	FY 21-22						
1 FTE	Sustainability Facilities Project Manager (LP - 2 years)	PWD						\$ 428,000			
1 FTE	Sustainability Facilities Maintenance Worker I/II - (LP - 2 years)	PWD						\$ 301,200			

TOTAL STAFFING COSTS - MUNICIPAL ACTIONS: \$ 729,200

TOTAL PROGRAM AND STAFFING COSTS - MUNICIPAL ACTIONS: \$ 989,200

TOTAL PROGRAM COSTS - COMMUNITY AND MUNICIPAL ACTIONS: \$ 5,200,000

TOTAL STAFFING COSTS - COMMUNITY AND MUNICIPAL ACTIONS: \$ 5,306,200

GRAND TOTAL: \$ 10,506,200

Explanation of Benefits Realized for New Actions in SAP-4:

1	Action results in direct GHG emissions reductor
2	Action enables measures that create long-term GHG reductor
3	Action results in improved internal sustainability/GHG management
4	Action improves outreach and community engagement efforts
5	Action yields cost savings to the City
6	Action reduces consumption-based emissions
7	Action supports other sustainability goals

Explanation of values for Annual GHG Reduced and Cost Effectiveness:

TBD	Indicates quantifiable GHG reduction dependent on program specifics that are unknown at this time, resulting in unknown cost-effectiveness.
Unknown	Indicates the action results in direct but unquantifiable GHG reduction.
N/A	Indicates cost-effectiveness cannot be calculated (GHG reduction of 0).

Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

Transportation

T1. Develop comprehensive, multi-modal transportation plans and strategies to decarbonize the sector.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
T1.1	Hold quarterly interdepartmental meetings regarding transportation projects and programs.	PWD	N		1.1						
T1.2	Advance the El Camino Real Streetscape Plan bikeway and pedestrian improvements in coordination with Caltrans.	PWD	N		4.1						
T1.3	Conduct a North Bayshore Circulation Study that includes feasibility of new transit/bike/pedestrian bridge over Stevens Creek, as well as strategies to reduce SOV trips to and within North Bayshore.	PWD	N		4.1						
T1.4	Develop a Comprehensive Modal Plan to consolidate and integrate existing transportation studies and plans into a single, cohesive framework that identifies the City's primary networks serving all modes, corridors and projects.	PWD	N		2.6						
T1.5	Develop a Strategic Transportation Sustainability Master Plan to create a unified vision for decarbonizing the sector through infrastructure, policies and programs, leveraging the Comprehensive Modal Plan.	CMO	Y	T1	2.6						

T2. Complete a low-stress network of active transportation infrastructure.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
T2.1	Conduct existing conditions assessment necessary to apply for VTA Measure B Bicycle and Pedestrian Program grant funds to improve active transportation infrastructure.	PWD	Y	T5	4.1						
T2.2	Implement new signal and pedestrian crosswalk at Whisman/Vargas school.	PWD	N	T5	4.1						
T2.3	Implement East Whisman street improvements to improve streetscape, provide traffic calming, update curb ramps, and provide additional lighting.	PWD	N	T5	4.1						
T2.4	Explore opportunities to partner with Sunnyvale and secure Measure B grant funding for expanding the Stevens Creek Trail to Remington Dr. in Sunnyvale with cross-border connection to Mountain View High School.	PWD	N	T5	3.2						
T2.5	Partner with neighboring cities to complete the Peninsula Bikeway Study to identify route from Redwood City to Mountain View.	PWD	N	T5	3.2						
T2.6	Work with Sunnyvale to conduct preliminary design and environmental review for Bernardo bicycle and pedestrian undercrossing.	PWD	N	T5	3.2						
T2.7	Conduct a feasibility study for Castro Street pedestrian mall between Evelyn and Villa.	PWD	N	T6	4.1						

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

T2.8	Complete feasibility study for bikeway facilities on Castro between California and El Camino Real.	PWD	N	T5	4.1						
T2.9	Develop design of pedestrian/bicycle bridge from Terra Bella to Pear Ave across 101 at Shoreline.	PWD	N	T5	4.1						
T2.10	Develop design for bike lanes on Stierlin Road between Moffet/Central and Shoreline/Montecito.	PWD	N	T5	4.1						
T2.11	Develop design for new connection to Permanente Creek Trail from Colony Street.	PWD	N	T5	4.1						
T2.12	Implement Charleston Corridor pedestrian/bike improvements.	PWD	N	T5	4.1						
T2.13	Implement interim bicycle and pedestrian improvements at Castro/Moffett/Central.	PWD	N	T5	4.1						
T2.14	Implement Shoreline/Villa bicycle/pedestrian safety improvements using TDA3 funding.	PWD	N	T5	4.1						
T2.15	Complete design and construct improved pedestrian and bicycle facilities on Shoreline Blvd. from Middlefield to Pear.	PWD	N	T5	4.1						
T2.16	Develop a citywide Bicycle Pilot Facilities and Monitoring Program to enhance bicycle infrastructure, including deployment of monitoring and count infrastructure citywide, pilot bike lanes on key corridors, and supporting infrastructure such as bike racks.	PWD	Y	T5	4.1						
T2.17	Accelerate implementation of bicycle infrastructure projects over 3 years with new Active Transportation CIP team.	PWD	Y	T5	4.1						

T3. Develop policies and programs that support active transportation in Mountain View.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20	FY 20-21	FY 21-22			
T3.1	Support active transportation outreach with a dedicated funding source from the Sustainability Reserve.	PWD	Y	T5	2.4						
T3.2	Develop guidelines for potential e-scooter share pilot program for Council consideration.	PWD	Y		2.6						
T3.3	Continue to solicit new operator for Bike Share Pilot Program.	PWD	N	T5	2.6						
T3.4	Install bike racks with VTA TFCA grant funds.	PWD	N	T5	2.6						
T3.5	Develop a bicycle rack request program for businesses or residents to request bicycle racks on public right-of-way via website or email.	PWD	Y	T5	2.6						
T3.6	Develop City-funded incentive or rebate program for devices such as e-bikes, cargo bikes, and/or other personal mobility devices.	CMO	Y	T5	2.6						
T3.7	Update the bicycle parking ordinance, including ensuring that reduced vehicle parking requirements do not result in reduced bicycle parking.	CDD	Y	T5	4.1						

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

T4. Improve transit access and connections through regional collaboration.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
T4.1	Coordinate with Caltrain on implementation of local support infrastructure for the Peninsula Corridor Electrification Project.	PWD	N		4.1						
T4.2	Conduct a study to evaluate local transit service needs and develop alternatives for expansion/modification of local shuttle services including the Mountain View Community Shuttle.	PWD	N	T4A	3.2						
T4.3	Continue Phase 2 of the feasibility study for the Automated Guideway Transportation System.	PWD	N		4.1						
T4.4	Support development of Caltrain business plan related to electrification and 2040 vision to improve service and capacity.	PWD	N		3.2						
T4.5	Continue design of Shoreline Blvd Reversible Bus Lane.	PWD	N		4.1						
T4.6	Complete 30% design and environmental review for Rengstorff Grade Separation project via coop/funding agreement with Caltrain and Measure B funds.	PWD	N		4.1						
T4.7	Continue implementation of the Mountain View Transit Center master plan to improve pedestrian, bicycle, and transit access to the station and accommodate Caltrain electrification and planned capacity increases.	PWD	N		4.1						

T5. Improve road safety for all users.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
T5.1	Adopt Vision Zero policy and develop and implement an integrated Vision Zero Action Plan and Local Road Safety Plan.	PWD	Y		2.6						
T5.2	Implement new Safe Routes to School program for education and encouragement.	PWD	N		2.4						
T5.3	Support review of the Neighborhood Traffic Management Program to facilitate consideration of traffic calming measures.	PWD	N		4.1						

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

T6. Expand TDM efforts in Mountain View.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
T6.1	Support expansion of the TMA to address non-shuttle activities and expand services to better serve small businesses.	PWD	Y	T7	4.1						
T6.2	Include aggressive TDM requirements in the East Whisman Precise Plan to ensure the single-occupancy vehicle mode share for the Plan Area significantly falls over time.	CDD	N	T7	4.1						
T6.3	Support ongoing monitoring and enforcement of existing and planned TDM requirements.	CDD	N	T7	4.1						
T6.4	Explore possibility to conduct feasibility study of congestion pricing in North Bayshore.	CDD	N		4.1						
T6.5	Develop a Citywide Transportation Demand Management Ordinance.	CDD	N	T7	4.1						
T6.6	Explore the feasibility of a downtown TDM pilot program to support small businesses and employees of the Downtown Parking District in coordination with the TMA.	CDD/PWD	Y	T7	4.1						
T6.7	Implement residential TDM program to reduce drive-alone travel for non-commute trips through a targeted, community-based campaign.	CMO	Y	T7	2.4						

T7. Accelerate the electrification of vehicles.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
T7.1	Develop local amendment to building code for above-code requirements for EV charger prewiring and/or installation in new residential and commercial development.	CDD	N		4.2						
T7.2	Evaluate pricing for EV charging at City-owned EV chargers.	CMO	Y		2.6						
T7.3	Add additional EV chargers to downtown parking garages, leveraging BAAQMD grant funds.	PWD/CMO	Y	T3	2.6						
T7.4	Develop an Electric Vehicle Action Plan identifying strategies, policies, and programs to support EV adoption and EV infrastructure deployment.	CMO	Y	T3	2.6						
T7.5	Evaluate opportunities to add EV chargers at City facilities and determine spending plan for \$250,000 Council allocation.	CMO	Y	T3	2.6						
T7.6	Evaluate vendor options for existing EV chargers at City facilities.	CMO/PWD	Y		2.6						
T7.7	Facilitate EV group buy or "Fleetail"-style discount program, potentially in coordination with neighboring cities or other partners. Consider including EV chargers in deal as well.	CMO	Y	T2	2.6						

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

T7.8	Support SVCE program to install EV chargers in MUDs and install MUD-supporting DCFC through their incentive/technical assistance programs. Track total number of chargers installed in Mountain View as part of these incentive programs.	CMO	Y	BE7	2.6						
T7.9	Work with SVCE to facilitate installation of EV chargers at workplaces in the City, with a focus on small- and medium-sized businesses, through their incentive program.	CMO	N	T3	2.6						
T7.10	Install additional EV chargers as necessary to support public, employee, and fleet charging at City facilities.	PWD	Y	T3	2.6						
T7.11	Review the zoning recommendations from the county-wide "Driving to Net Zero" study on EVs and propose any changes recommended by staff.	CDD	Y		4.1						

T8. Reduce GHG emissions from City-owned fleet vehicles and equipment.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline						
						FY 19-20		FY 20-21		FY 21-22		
T8.1	Develop a Clean Fleets Policy.	PWD	Y		1.2							
T8.2	Purchase renewable diesel for the City's diesel-powered vehicles and equipment.	PWD	N		1.2							
T8.3	Develop a Fleet Electrification Plan, potentially leveraging technical assistance programs from SVCE, including a site-by-site analysis of infrastructure needs, looking at fleet replacement schedule, and analyzing budget implications.	PWD	Y		1.2							
T8.4	Explore potential options for fuel efficiency measures to reduce fleet fuel use in vehicle types for which electrification is not yet an option.	PWD	Y		1.2							
T8.5	Explore opportunities to pilot or test heavy-duty electric vehicles.	PWD	Y		1.2							

T9. Reduce GHG emissions associated with City employee commutes.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline						
						FY 19-20		FY 20-21		FY 21-22		
T9.1	Develop pilot commuter incentive program to encourage city employees to choose sustainable commute options, including the Scoop carpool program, a Mobility on Demand Pilot Program, and bike benefits.	CMO	N		1.2							
T9.2	Revise employee commute survey to better inform LGO GHG inventory while still supporting development of commuter benefit programs.	CMO	Y		1.2							
T9.3	Evaluate City employee demand for EV charging at all City-owned worksites.	CMO	Y		1.2							

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

Building Energy

B1. Reduce GHG emissions from energy use in new buildings.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
B1.1	Develop a reach code to incentivize or require electrification measures in newly constructed buildings through a regional process that includes robust outreach to staff and the community.	CDD	Y	BN1	4.2						
B1.2	Assess opportunities to further reduce natural gas use in new development due to changes in state law and agency regulations, and propose any recommended changes as part of the MVGBC update in the 2022 code cycle.	CDD	Y	BN1	4.2						
B1.3	Develop building electrification reach codes for 2022 code cycle.	CDD	Y	BN1	4.2						

B2. Reduce GHG emissions from energy use in existing buildings.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
B2.1	Partner with SVCE to complete a Building Baseline Study and Decarbonization Roadmap, determining appropriate actions and programs for both the City and SVCE to address GHG emissions from existing buildings.	CMO	N	B1	2.6						
B2.2	Partner with SVCE to promote their pilot heat pump water heater incentive program.	CMO	Y	BE1	2.6						
B2.3	Promote SVCE's Customer Resource Center, a knowledge database for building electrification and EV adoption.	CMO/ SVCE	Y	M10	2.4						
B2.4	Explore development of a second Energy Upgrade Mountain View-type program, leveraging all available third-party and City-funded rebates to promote energy efficiency and fuel switching.	CMO	Y	BE4	2.5						
B2.5	Develop a City-funded pilot program for fuel-switching rebates to address gaps in existing rebate/incentive programs.	CMO	Y	BE1	2.6						
B2.6	Develop a building energy benchmarking ordinance to address commercial energy use, considering incorporation of mandatory audit or retrocommissioning measures.	CMO/CDD	Y	BE4	2.5						

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

B3. Decarbonize the energy supply.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
B3.1	Continue support of Silicon Valley Clean Energy in providing carbon-free electricity to Mountain View residents and businesses.	CMO	N		3.2						
B3.2	Develop a reach code to require solar photovoltaic or solar thermal on new non-residential buildings	CDD	Y	BN1	4.2						
B3.3	<i>Develop a Clean Energy Pledge for Mountain View businesses to bring visibility to those businesses already purchasing carbon-free electricity or pledging to do so in the future. (Tentative)</i>	CMO	Y	M4	2.2						
B3.4	<i>Research and evaluate options for requiring energy source/carbon disclosure from all large commercial properties. (Tentative)</i>	CMO/CDD	Y	M4	2.5						

B4. Decarbonize and improve the efficiency of City facilities.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
B4.1	Analyze opportunities for electrification when major systems are upgraded or buildings are renovated.	PWD	Y		1.2						
B4.2	Develop project designs and renderings for additional solar PV at City facilities and present options to Council.	PWD	N		1.2						
B4.3	Develop designs for a solar hot water system at the Senior Center.	PWD	N		1.2						
B4.4	Finalize retro-commissioning policy for City facilities currently under development and seek approval from Facilities and Finance.	PWD/CMO	N		1.2						
B4.5	Develop a policy for new construction and major renovation of City facilities to 1) require a minimum of LEED® Gold certification, and 2) require review of incremental costs and benefits for achieving LEED® Platinum certification.	CMO	Y	BN6	1.2						
B4.6	Develop a policy stating a preference for new construction and major renovation of City facilities to include electric equipment and renewable energy or other carbon-free energy systems whenever feasible.	CMO	Y		1.2						
B4.7	Finish development of revolving loan policy currently under development to create a sustainable funding mechanism for ongoing energy efficiency improvements at City facilities.	CMO	Y	BE12	1.2						
B4.8	Implement efficiency actions identified in prior audits as well as any other identified opportunities for basic efficiency upgrades.	PWD	Y	BE12	1.2						
B4.9	Conduct a deep energy efficiency and electrification retrofit analysis of City facilities.	PWD	Y	BE12	1.2						

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

B4.10	Address energy use from plug loads through measures such as smart outlet strips, standards for space heaters, etc.	PWD	Y		1.2							
B4.11	Develop an energy conservation program for City staff to address behavioral component of energy use at City facilities, including signage, training events, and other strategies.	CMO	Y		1.2							

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

Land Use

L1. Develop land use strategies and policies that support VMT reduction.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
L1.1	Develop the East Whisman Precise Plan to facilitate transit-oriented development and a complete neighborhood strategy.	CDD	N	BN8	4.1						
L1.2	Include a Jobs-Housing Linkage Program and Local Hire Policy in the East Whisman Precise Plan to address the jobs/housing imbalance and provide local employees with local housing opportunities.	CDD	N		4.1						
L1.3	Incorporate parking management strategies into the East Whisman Precise Plan designed to reduce VMT, including maximum parking requirements in certain areas, required carshare parking, and encouraging unbundled parking.	CDD	N	T6	4.1						
L1.4	Develop guidance to support shift from LOS to VMT in CEQA analysis (SB 743), including development of appropriate VMT thresholds.	CDD	N	BN8	4.1						

L2. Incorporate broad sustainability measures into land use planning.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
L2.1	Include green building performance requirements in the East Whisman Precise Plan, as well as green building criteria in the Plan's FAR bonus program.	CDD	N	BN3	4.2						
L2.2	Continue to work on establishing North Bayshore District Sustainability Performance Measurements.	CDD	N		4.1						
L2.3	Assess green building criteria in FAR bonus programs periodically to determine if building electrification or other measures may be appropriate, with consideration to changes in the Building Code.	CDD	N	BN3	4.2						

L3. Ensure that housing in Mountain View is affordable to a diverse range of households.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
L3.1	Incorporate inclusionary zoning requirements and affordable housing FAR bonus programs into the East Whisman Precise Plan.	CDD	N		4.1						
L3.2	Hold a Study Session on displacement and net loss; develop a work plan for any desired follow up actions.	CMO	N		4.1						

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

Zero Waste

Z1. Achieve the City's Zero Waste goals.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline				
						FY 19-20	FY 20-21	FY 21-22		
Z1.1	Develop a Municipal Operations Zero Waste Plan.	PWD	N		1.2					
Z1.2	Implement Foodware Packaging Reduction Phase 1 measures from the Zero Waste Plan, including coordinating with regional partners to expand the Polystyrene Foodware Ordinance to include other single-use foodware items.	PWD	N	W9	2.5					
Z1.3	Expand the food scrap collection program to all multifamily properties.	PWD	N	W5	2.6					
Z1.4	Complete a work plan for implementing Paperless Permitting and Online Permitting Systems.	PWD	N		1.2					
Z1.5	<i>Implement State Packaging and Product Advocacy measures recommended in Zero Waste Plan. (Tentative)</i>	PWD	N	W1	3.2					
Z1.6	<i>Establish goals for generation reduction as recommended in the Zero Waste Plan. (Tentative)</i>	PWD	N		2.6					
Z1.7	<i>Update the Reusable Bag Ordinance to increase the minimum charge for a reusable or recycled-content paper bags. (Tentative)</i>	PWD	N		2.6					
Z1.8	<i>Require all events (requiring City permits) and venues (City facilities and large venue facilities) to adopt Zero Waste plans and procedures. (Tentative)</i>	PWD	N		2.6					
Z1.9	<i>Participate in County-wide food waste reduction pilot and consider for City implementation. (Tentative)</i>	PWD	N		3.2					
Z1.10	<i>Increase support for the Mountain View Repair Café. (Tentative)</i>	PWD	N		2.6					
Z1.11	<i>Increase use of free compost through outreach and advertising. (Tentative)</i>	PWD	N		2.4					
Z1.12	<i>Increase outreach and technical assistance to residential food scrap customers. (Tentative)</i>	PWD	N		2.4					
Z1.13	<i>Ensure that all building contractors operating in the City are fully complying with the City's construction and demolition debris diversion requirements. (Tentative)</i>	PWD	N		2.6					
Z1.14	Implement municipal zero waste measures identified by municipal operations zero waste plan.	PWD	N		1.2					
Z1.15	TBD measures from the Zero Waste Plan.	PWD	N		2.6					

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

Water

W1. Reduce potable water use through efficiency and conservation measures.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
W1.1	Continue current water conservation outreach efforts to customers, including education about existing rebate programs.	CSD	N	W12	2.4						
W1.2	<i>Coordinate with CIMIS to install a weather station to provide more accurate local data to calibrate irrigation systems. (Tentative)</i>	CSD	Y		1.2						

W2. Increase the use of alternative water sources for non-potable uses.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
W2.1	Re-adopt dual plumbing requirements for new construction as part of the Building Code update.	CDD	N		4.2						
W2.2	Work with the Santa Clara Valley Water District (SCVWD) and the City of Palo Alto to improve the quality of the City's recycled water and analyze the feasibility of regional recycled water systems.	PWD	N		3.2						
W2.3	Work with the State Water Resources Control Board to develop a program for permitting on-site stormwater, rainwater, and black-water treatment and reuse systems.	PWD	N		3.2						

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

Parks and Ecosystems

P1. Manage open space to protect wildlife habitat, provide ecosystem services, and support overall sustainability goals.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
P1.1	Continue to participate in the South Bay Salt Ponds restoration project in conjunction with the California State Coastal Commission to increase coastal resilience, restore and improve wildlife habitat and coastal ecosystems, and create wildlife-compatible public access projects such as pedestrian and bicycle trails.	PWD	N		3.2						
P1.2	Consolidate and update existing plans into a comprehensive wildlife and habitat management plan.	CSD	N		4.1						

P2. Increase the City's tree canopy to provide environmental benefits.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
P2.1	Partner with Google to explore options to leverage their data to improve tracking of tree canopy cover through the Environmental Insights Explorer tool.	CMO/CSD	Y		2.2						
P2.2	Update the Community Tree Master Plan and review existing guiding policies and ordinances in coordination with the update. Provide supplemental funding to support evaluation of environmental benefits, including carbon sequestration.	CSD	Y		1.2						
P2.3	Partner with Canopy nonprofit to support outreach and education programs, providing dedicated ongoing funding to improve tree planting and environmental education programs.	CSD	Y	BT1	1.2						

P3. Reduce emissions from landscaping equipment.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
P3.1	Provide funds to test new electric landscaping equipment and purchase additional batteries for existing equipment to allow for extended run time and greater use in areas such as downtown.	CSD	Y	W12	1.2						
P3.2	Evaluate options for a City rebate or trade-in program to encourage adoption of electric landscaping equipment and propose any recommended programs.	CMO	Y	W12	2.6						

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

Core Sustainability Programs and Governance

S1. Integrate sustainability across city government.

Task	Description	Lead Dept.	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20	FY 20-21	FY 21-22			
S1.1	Establish a Manager-level team with operational responsibility for implementing SAP-4 actions, including establishing overall success metrics and targets as a means of reporting on them.	CMO	Y		1.3						
S1.2	Allocate discretionary funds for community pilot projects, and as needed for municipal pilot projects, consultant services, or staff training to better integrate sustainability into department work processes.	CMO	Y		1.1						
S1.3	Investigate new Sustainability Fund revenue sources.	CMO	Y		1.1						
S1.4	Evaluate whether certifications such as STAR or LEED for Cities would provide value to the City's sustainability efforts.	CMO	Y		1.3						
S1.5	Develop a city resilience and adaptation plan.	CMO	Y		1.2						
S1.6	Develop Sustainability Action Plan 5.	CMO	Y		1.3						

S2. Improve GHG management and accounting.

Task	Description	Lead Dept.	New* ? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20	FY 20-21	FY 21-22			
S2.1	Evaluate ESTF-2 recommendations around GHG targets and accounting and present recommendations to Council.	CMO	Y	M1, M2, M13	1.3						
S2.2	Complete Preliminary 2018 Community GHG Inventory and present to Council with Final 2017 Community GHG Inventory.	CMO	Y	M1	1.3						
S2.3	Complete Final 2017 Local Government Operations GHG Inventory and present to Council.	CMO	Y		1.3						
S2.4	Continue to work with Google to develop better sources of transportation data for GHG inventories through the Environmental Insights Explorer tool.	CMO	Y		2.2						
S2.5	Complete Final 2018 Community GHG Inventory.	CMO	Y	M1	1.3						
S2.6	Evaluate use of CURB tool for identifying and prioritizing GHG emissions reduction actions.	CMO	Y		1.3						
S2.7	Investigate use of carbon offsets (Council Goal work plan #4.4).	CMO	Y	M1	1.3						
S2.8	Complete 2019 Community GHG Inventory.	CMO	Y	M1	1.3						
S2.9	Develop a 2030 GHG Reduction Plan to operationalize recommendations from the ESTF-2 and Strategic Plan, and account for any changes in GHG targets and sustainability metrics.	CMO	Y		1.3						
S2.10	Investigate potential local carbon sequestration projects.	CMO/CSD	Y		1.3						
S2.11	Complete 2020 Community GHG Inventory.	CMO	Y	M1	1.3						

*A "Y" in this column indicates that this item or one of its components is newly proposed and not yet approved by Council.

Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

S2.12	Complete 2020 Local Government Operations GHG Inventory.	CMO	Y		1.3						
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S3. Provide accessible, engaging information to educate residents about City sustainability initiatives and provide opportunities for input.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
S3.1	Develop and administer Collaborate Mountain View platform to provide information to and solicit input from the community.	CMO	N	O2A	2.1						
S3.2	Develop and support informal volunteer community group to assist staff with outreach and provide staff with general input.	CMO	Y	O1	2.4						
S3.3	Develop a public-facing dashboard of sustainability metrics to keep community apprised of the City's goals and progress.	CMO	Y	O2A	1.3						

S4. Facilitate programs, tools, and events to educate residents about their impact and actions they can take to live more sustainably.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
S4.1	Hold at least one large sustainability event per year, such as Earth Day or large electric vehicle-focused event.	CMO	N	O2A	2.4						
S4.2	Host smaller residential-focused events per year at City facilities, both our own events (sustainability speaker series or smaller EV events) and partner events with SVCE, Santa Clara County, and others.	CMO	N	O2A	2.4						
S4.3	Develop Community Climate Solutions web platform, conduct outreach for it, and run competitions to engage residents.	CMO	Y	O2B	2.4						
S4.4	Increase participation in existing energy efficiency programs, including HomeIntel, to encourage residents to decrease their energy use, and working with the County to promote BayREN programs.	CMO	N	BE4	2.5						
S4.5	Run Cool Block program in Mountain View neighborhoods to help residents learn about and take action to lower their carbon footprint, conserve water, and prepare for disasters.	CMO	Y	O2B	2.4						
S4.6	Run YellowTin program to encourage residents to adopt home and vehicle carbon-reducing measures such as solar PV or electrification upgrades.	CMO	Y	O2A	2.4						
S4.7	Develop a resolution supporting a plant-based diet and conduct outreach to residents and restaurants to spread awareness of and build support for the program.	CMO	Y	W2	2.4						

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Sustainability Action Plan 4: Newly Proposed and Currently Planned Actions

S5. Engage businesses to educate, share best practices, and pilot new sustainability initiatives.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
S5.1	Continue engaging with businesses to identify possible public-private collaboration opportunities.	CMO	N		2.2						
S5.2	Create a program for small- and medium-sized businesses to learn from each other, try out sustainability initiatives with support, and earn green business certification.	CMO	Y	O2A	2.2						
S5.3	Hold periodic roundtables for large businesses to share best practices and identify opportunities to strengthen the engagement.	CMO	Y	O2A	2.2						

S6. Create and implement programs to educate and encourage City employees to adopt sustainable practices.

Task	Description	Lead Dept	New*? (Y/N)	ESTF-2	Strategic Plan	Timeline					
						FY 19-20		FY 20-21		FY 21-22	
S6.1	Hold Lunch & Learns presentation to educate City employees about sustainability actions and practices.	CMO	N		1.2						
S6.2	Re-establish the Green Team of City employees.	CMO	Y		1.2						

*A "Y" in this column indicates that this item or one of its components is newly proposed and not yet approved by Council.

Sustainability Action Plan 4: Sustainability Fund Spending Plan

Chief Sustainability and Resilience Officer

FTE / Task #	Position / Action	Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
1 FTE	Chief Sustainability and Resilience Officer (ongoing)	CMO	\$126,200	\$252,400	\$252,400	\$631,000	\$252,400
S1.1	Establish SAP-4 implementation team for metrics and reporting.	CMO	\$0	\$0	\$0	\$0	\$0
S1.2	Allocate funds for community and municipal pilot projects.	CMO	\$50,000	\$50,000	\$50,000	\$150,000	\$0
S1.3	Develop a city resilience and adaptation plan.	CMO	\$0	\$150,000	\$0	\$150,000	\$0
S1.4	Develop Sustainability Action Plan 5.	CMO	\$0	\$0	\$0	\$0	\$0
TOTAL:			\$176,200	\$452,400	\$302,400	\$931,000	\$252,400

Transportation Demand Management

FTE / Task #	Position / Action	Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
1 FTE	TDM and Parking Demand Management Analyst (ongoing)	CDD	\$93,100	\$186,200	\$186,200	\$465,500	\$186,200
1 FTE	Senior Planner (ongoing)	CDD	(in budget)	(in budget)	(in budget)	(in budget)	(in budget)
T6.3	Support ongoing TDM monitoring and enforcement.	CDD	\$0	\$0	\$0	\$0	\$0
T6.4	Assess feasibility of congestion pricing in North Bayshore.	CDD	\$0	\$0	\$0	\$0	\$0
T6.5	Develop a Citywide TDM Ordinance.	CDD	(in budget)	(in budget)	(in budget)	(in budget)	\$0
T6.6	Explore development of downtown TDM pilot program.	CDD/PWD	\$0	\$480,000	\$0	\$480,000	\$0
TOTAL:			\$93,100	\$666,200	\$186,200	\$945,500	\$186,200

Active Transportation CIP Team

FTE / Task #	Position / Action	Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
3 FTE	Active Transportation CIP Team (Limited Period, 3 years)	PWD	\$642,000	\$642,000	\$642,000	\$1,926,000	\$0
T2.16	Implement a Citywide Pilot Bicycle Facilities and Monitoring Program.	PWD	\$500,000	\$500,000	\$500,000	\$1,500,000	\$0
T2.17	Accelerate implementation of bicycle infrastructure projects.	PWD	TBD	TBD	TBD	TBD	\$0
TOTAL:			\$1,142,000	\$1,142,000	\$1,142,000	\$3,426,000	\$0

Transportation Planner - New Mobility and Regional Partnerships

FTE / Task #	Position / Action	Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
1 FTE	Transportation Planner (ongoing)	PWD	\$116,100	\$232,200	\$232,200	\$580,500	\$232,200
T2.7	Conduct a Castro Pedestrian Mall Feasibility Study.	PWD	(in budget)	(in budget)	(in budget)	(in budget)	\$0
T4.1	Support Caltrain Peninsula Corridor Electrification Project.	PWD	(in budget)	(in budget)	(in budget)	(in budget)	\$0
T4.2	Conduct a study for expansion/modification of shuttle services.	PWD	(in budget)	(in budget)	(in budget)	(in budget)	\$0
T4.4	Support development of Caltrain business plan.	PWD	(in budget)	(in budget)	(in budget)	(in budget)	\$0
T4.7	Continue implementation of Transit Center master plan.	PWD	(in budget)	(in budget)	(in budget)	(in budget)	\$0
TOTAL:			\$116,100	\$232,200	\$232,200	\$580,500	\$232,200

Sustainability Action Plan 4: Sustainability Fund Spending Plan

Program Manager - Building and Vehicle Electrification

FTE / Task #	Position / Action	Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
1 FTE	Program Manager - Building and Vehicle Electrification (LP, 2 years)	CMO	\$107,000	\$214,000	\$107,000	\$428,000	\$0
T7.4	Develop Electric Vehicle Action Plan.	CMO	\$0	\$0	\$0	\$0	\$0
T7.7	Coordinate an EV and EV charger group buy or discount program.	CMO	\$15,000	\$15,000	\$0	\$30,000	\$0
B2.4	Explore a second Energy Upgrade Mountain View type of program.	CMO	\$130,000	\$130,000	\$0	\$260,000	\$0
B2.5	Develop City-funded fuel-switching rebate program.	CMO	\$110,000	\$50,000	\$0	\$160,000	\$0
B3.4	Research options to require energy source/carbon disclosure.	CMO/CDD	\$0	\$0	\$0	\$0	\$0
B2.3	Promote SVCE's Customer Resource Center.	CMO/SVCE	\$0	\$0	\$0	\$0	\$0
B2.6	Develop a Building Benchmarking and Disclosure Ordinance	CMO/CDD	\$100,000	\$100,000	\$50,000	\$250,000	\$0
TOTAL:			\$462,000	\$509,000	\$157,000	\$1,128,000	\$0

Deputy Building Official

FTE / Task #	Position / Action	Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
1 FTE	Deputy Building Official (ongoing)	CDD	\$109,200	\$218,400	\$218,400	\$546,000	\$218,400
B1.2	Explore further restrictions on natural gas use in new buildings.	CDD	\$0	\$0	\$0	\$0	\$0
B1.3	Develop building electrification reach codes for 2022 code cycle.	CDD	\$0	\$0	\$0	\$0	\$0
TOTAL:			\$109,200	\$218,400	\$218,400	\$546,000	\$218,400

Facilities Staff for Sustainability Projects

FTE / Task #	Position / Action	Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
1 FTE	Sustainability Facilities Project Manager (LP - 2 years)	PWD	\$107,000	\$214,000	\$107,000	\$428,000	\$0
1 FTE	Sustainability Facilities Maintenance Worker I/II - (LP - 2 years)	PWD	\$75,300	\$150,600	\$75,300	\$301,200	\$0
B4.7	Develop revolving loan program and provide seed funding.	CMO	\$200,000	\$0	\$0	\$200,000	\$0
B4.8	Implement energy efficiency upgrades in City facilities.	PWD	TBD	TBD	TBD	TBD	TBD
B4.9	Conduct deep energy/electrification retrofit analysis of facilities.	PWD	\$0	\$50,000	\$0	\$50,000	TBD
B4.10	Address energy use from plug loads at City facilities.	PWD	\$0	\$0	\$0	\$0	\$0
TOTAL:			\$382,300	\$414,600	\$182,300	\$979,200	\$0

SAP-4 Program Costs Not Associated With Additional Staff Listed Above

Sustainability Governance

Task #	Action	Lead Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
S1.1	Investigate new Sustainability Reserve funding sources.	CMO	\$0	\$0	\$0	\$0	\$0
S1.2	Evaluate certifications such as STAR or LEED for Cities.	CMO	\$0	\$0	\$0	\$0	\$0
TOTAL:			\$0	\$0	\$0	\$0	\$0

Sustainability Action Plan 4: Sustainability Fund Spending Plan

Climate Action Planning and Inventories

Task #	Action	Lead Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
S2.7	Complete 2019 Community GHG Inventory.	CMO	\$0	\$10,000	\$0	\$10,000	\$0
S2.10	Complete 2020 Community GHG Inventory.	CMO	\$0	\$0	\$10,000	\$10,000	\$0
TOTAL:			\$0	\$10,000	\$10,000	\$20,000	\$0

Sustainability Outreach

Task #	Action	Lead Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
S4.3	Develop Community Climate Solutions platform.	CMO	\$15,000	\$10,000	\$10,000	\$35,000	\$0
S4.5	Run the Cool Block program in Mountain View neighborhoods.	CMO	\$25,000	\$50,000	\$50,000	\$125,000	\$0
S4.6	Run YellowTin program to educate about home upgrades.	CMO	\$0	\$30,000	\$30,000	\$60,000	\$0
S4.7	Develop a resolution and outreach in support of a plant-based diet.	CMO	\$0	\$5,000	\$5,000	\$10,000	\$0
S5.1	Create a program for peer learning support for small businesses.	CMO	\$10,000	\$10,000	\$10,000	\$30,000	\$0
TOTAL:			\$50,000	\$105,000	\$105,000	\$260,000	\$0

Transportation Planning

Task #	Action	Lead Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
T1.5	Develop a Strategic Transportation Sustainability Master Plan.	CMO	\$0	\$150,000	\$0	\$150,000	\$0
TOTAL:			\$0	\$150,000	\$0	\$150,000	\$0

Active Transportation and VMT reduction

Task #	Action	Lead Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
T2.1	Conduct assessment to apply for Measure B grant funds.	PWD	\$15,000	\$0	\$0	\$15,000	\$0
T3.1	Create dedicated funding for active transportation outreach.	PWD	\$80,000	\$80,000	\$80,000	\$240,000	\$0
T5.1	Adopt Vision Zero Policy and develop and implement Action Plan.	PWD	\$250,000	\$250,000	\$250,000	\$750,000	\$0
T3.2	Develop guidelines for potential e-scooter share pilot program.	PWD	\$50,000	\$0	\$0	\$50,000	\$0
T3.6	Develop rebate program for e-bikes and other mobility devices.	CMO	\$0	\$110,000	\$0	\$110,000	\$0
T6.1	Support expansion of TMA programs to serve new businesses.	PWD	\$0	\$0	\$0	\$0	\$0
T6.7	Implement residential TDM program to reduce drive-alone travel.	CMO	\$0	\$150,000	\$0	\$150,000	\$0
TOTAL:			\$395,000	\$590,000	\$330,000	\$1,315,000	\$0

Carbon Offsets and Sequestration

Task #	Action	Lead Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
S2.9	Investigate use of carbon offsets.	CMO	TBD	TBD	TBD	TBD	TBD
S2.11	Investigate potential local carbon sequestration pilot projects.	CMO/CSD	TBD	TBD	TBD	TBD	\$0
TOTAL:			\$0	\$0	\$0	\$0	\$0

Sustainability Action Plan 4: Sustainability Fund Spending Plan

Tree Canopy

Task #	Action	Lead Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
P2.2	Update the Community Tree Master Plan.	CSD	\$0	\$45,000	\$0	\$45,000	\$0
P2.3	Partner with Canopy to expand tree planting and outreach.	CSD	\$0	\$85,000	\$85,000	\$170,000	\$0
TOTAL:			\$0	\$130,000	\$85,000	\$215,000	\$0

Municipal Fleet

Task #	Action	Lead Dept.	Total Cost FY 19-20	Total Cost FY 20-21	Total Cost FY 21-22	TOTAL	Ongoing Annual Costs
P3.1	Expand use of electric landscaping equip. and test new models.	CSD	\$10,000	\$0	\$0	\$10,000	\$0
TOTAL:			\$10,000	\$0	\$0	\$10,000	\$0

	FY 19-20	FY 20-21	FY 21-22	TOTAL	Ongoing Annual Costs
TOTALS:	\$2,935,900	\$4,619,800	\$2,950,500	\$10,506,200	\$889,200

Total 3-year costs of actions beginning each FY: \$8,616,200 \$1,560,000 \$330,000 **\$10,506,200**

Projects that may be funded via Construction Conveyance Tax:

3 FTE	Active Transportation CIP Team (Limited Period, 3 years)	PWD	\$ 642,000	\$ 642,000	\$ 642,000	\$ 1,926,000
T2.16	Implement a Citywide Pilot Bicycle Facilities and Monitoring Program.	PWD	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,500,000
TOTAL:			\$1,142,000	\$1,142,000	\$1,142,000	\$3,426,000

	FY 19-20	FY 20-21	FY 21-22	TOTAL	Ongoing Annual Costs
TOTAL COSTS FROM SUSTAINABILITY FUND:	\$1,793,900	\$3,477,800	\$1,808,500	\$7,080,200	\$889,200

Total 3-year costs of actions beginning each FY: \$5,190,200 \$1,560,000 \$330,000 **\$7,080,200**