

**MEMORANDUM**

City Manager's Office

DATE: May 31, 2024

TO: City Council

FROM: Kimbra McCarthy, City Manager

SUBJECT: **City of Mountain View Continuous Improvement Initiatives**

In 2021, the City Council adopted Organizational Strength and Good Governance as one of its seven Strategic Priorities. This priority calls for the City organization to:

- Continue to innovate, collaborate, and continuously improve to deliver a high level of customer service;
- Recruit, develop, and retain top-notch staff;
- Maintain fiscal responsibility and effective intergovernmental partnerships; and
- Communicate and engage regularly and transparently with our multilingual community.

On February 27, 2024, during its midyear check-in on the first year of the two-year Council Work Plan (Fiscal Years 2023-25), City Councilmembers discussed how best to promote and stay informed about the City's efforts to make continuous improvements in City operations. The City Manager commented on staff's ongoing work, as part of the organization's culture, to seek to improve efficiency and/or effectiveness of City programs, policies, and processes. She further committed to providing an update to the City Council summarizing recent continuous improvement initiatives. This memorandum provides that update.

Staff in each department was asked to submit information about initiatives undertaken from 2021 to the present that sought to improve effectiveness and/or efficiency through process streamlining, implementation of new technology, restructuring to better match staff capacity to operational needs, development of new partnerships, assessments to adapt programs and services to evolving community needs, and significant enhancements in programs and services and advancements in policy.

The following sections of this memorandum summarize the most significant of these initiatives, briefly describing the initiative and noting its efficiency outcome. The initiatives are organized by department and then by status (completed, under way, and anticipated) and sorted chronologically, from oldest to most recent.

The approximately 115 initiatives below demonstrate that there is a strong commitment to continuous improvement as an integral part of management practice at the City. This commitment is often affirmed as other jurisdictions seek information about Mountain View programs and processes and City staff attending conferences find Mountain View's efforts to be in step with or ahead of the best practices being presented.

Highlights of the initiatives include:

- Public Records Act Management system (City Clerk's Office).
- New City website and subsites for Economic Development, Mountain View Public Library, and Mountain View Center for the Performing Arts (all departments, led by City Manager's Office and Information Technology).
- Organizational restructuring of the Building Division (Community Development).
- Online permitting system (Community Development and Public Works).
- Parks and Recreation Strategic Plan (Community Services).
- Online bidding platform (Finance and Administrative Services).
- Battery extinguishing system technology (Fire).
- Strategic partnerships for external housing funding pool (Housing).
- Employee applicant tracking and onboarding system (Human Resources).
- Cloud-based device management system (Information Technology).
- Electric Bookmobile (Library).
- Live 9-1-1 software (Police).
- Fleet management system (Public Works).

The initiatives below do not cover every recent effort to improve City operations. Dozens of additional initiatives, important but more routine in nature, were submitted by department staff. They have not been included in this memorandum in order to keep it focused and more readable. In addition, the sections below do not include the dozens of innovations, adaptations, and proactive steps the City undertook during the COVID-19 pandemic in order to keep the City

operations running amidst constantly changing public health conditions and regulations, meet existing and new community needs, and keep the public and City staff safe. These COVID-19 initiatives are listed separately as Exhibit A to this memorandum.

In order to continue on this path of continuous improvement, the proposed Fiscal Year 2024-25 budget includes \$200,000 for contract services for continuous improvement consulting/performance auditing review.

City Attorney's Office

Upcoming Initiatives

- **Document Management System (iManage Work)** (est. 2024, Q2): Developing a document management system (iManage Work), a legal-centric document and email management application that will organize all documents, emails, and files by matter/department in one place with fast search capabilities. **Efficiency Outcome:** Will permanently organize and store documents efficiently and effectively, exponentially increase productivity, and enable the City Attorney's Office to become almost completely paperless.

City Clerk's Office

Completed Initiatives

- **California Public Records Act Request Management** (2021, Q4): Implemented a system to accept, track, and fulfill public records requests in one place to increase transparency and compliance. **Efficiency Outcome:** Streamlines process for staff interaction and oversight of all public records requests and reporting metrics for Citywide public records requests.
- **Access to All Advisory Body Meeting Files on InSite** (2022, Q2): Trained all advisory body liaisons to produce agendas and minutes in Legistar. **Efficiency Outcome:** Ensures consistency in formatting, content, and one-point access of meeting files for the public.

Initiatives Under Way

- **Automated Board, Commission and Committee Compliance Tracking** (est. Fiscal Year 2024, Q2): Implementing an automated tracking system for board, commission, and committee member completion of Code of Conduct, Brown Act training, and ethics training and automated notice of vacancy and Maddy Act generation. **Efficiency Outcome:** Will save staff time and resources spent doing manual data entry.
- **On-Site Digital Document Recording** (est. 2025, Q4): Coordinating with the County of Santa Clara and setting up a dedicated workstation to record City documents electronically.

Efficiency Outcome: Will save staff time and resources spent physically transporting items to San Jose and retain control of the City's original documents.

- **Electronic Document Management Software and Implementation of Trusted System** (est. 2025, Q4): Updating Electronic Document Management System technology to comply with Secretary of State standards for a trusted system. **Efficiency Outcome:** Will eliminate the need to retain redundant physical copies of digitized records and make files easier to locate and produce for staff use and public records requests.

City Manager's Office

Completed Initiatives

- **General Fund Public Services Grants** (2022, Q2): Transferred the management of the General Fund Public Services Grants to Human Services from the Finance and Administrative Services Department. Streamlined the application and launched the use of a Zoom Grants portal for invoice and report management. **Efficiency Outcome:** Improved processes and work flow.
- **Formation of the Human Services Division** (2022, Q3): Formed a new division to further the development of policy recommendations and response strategies and coordination with community-based organizations, nonprofits, faith, and intergovernmental partners to assist the homeless, unstably housed, and other vulnerable residents through housing services, behavioral health services, case management services, and other basic needs and human services. **Efficiency Outcome:** Increased coordination and support for the most vulnerable members of our community.
- **Website Redesign** (2023, Q2): Launched a new website, MountainView.gov, that features a modern design with better mobile compatibility, enhanced navigation, upgraded web accessibility, and improved search function. As part of the project, there are now dedicated subsites, designed for their specialized audiences, for Economic Development, Mountain View Public Library, and Mountain View Center for the Performing Arts. The project also included an email notification system for subscribing to City topics of interest, including news releases, general updates, newsletters, event announcements, and public meeting details, all in one location. **Efficiency Outcome:** Provides a user-friendly website that better addresses visitors' information and online service needs while also being easier for staff to maintain and keep content updated. *(This initiative was undertaken collaboratively by the City Manager's Office and Information Technology Department.)*
- **Collaborate Mountain View** (2023, Q2): Expanded use of an online platform providing the public with an easy and convenient way to engage with the City of Mountain View and provide input on significant projects and initiatives in one central location. **Efficiency**

Outcome: Consolidates individual project websites into one website at a lower cost to the City, enables both staff and project consultants when applicable to update content and engage with stakeholders, and maintains City control over the web platform after a consultant contract has ended.

Initiatives Under Way

- **Intranet Redesign** (est. 2024, Q2): Redesigning the intranet on a modern platform that will transform the employee’s digital workplace experience. Employees will soon have an updated and simple-to-navigate intranet that will help them stay up to date on City events, programs, policies, and procedures. **Efficiency Outcome:** Will provide a modern intranet that can be more easily updated and kept current without technical issues. Will consolidate to one website content management system to manage and update content on both the internal- and public-facing websites.
- **Stakeholder Mapping Tool** (est. 2024, Q4): Developing an interactive mapping tool that identifies, organizes, and visualizes Mountain View community stakeholder groups in various categories and their associated contacts based on their relationships to various sustainability topics. The map highlights the diverse ways the City interacts with stakeholder groups, including assisting frontline communities and offering language services in Spanish and Chinese. Staff is working to expand this tool to include stakeholder relationships that are relevant to other departments and divisions. **Efficiency Outcome:** Will enable staff to efficiently select and reach contacts for more inclusive community engagement and collaboration on sustainability projects and ultimately on multi-departmental or Citywide initiatives.
- **Homelessness Response Strategy and Expenditure Plan (HRSEP)** (2025, Q2): Developing a clear vision and action plan to guide decisions about goals, actions, funding, and programs for unhoused or unstably housed residents. **Efficiency Outcome:** Will improve alignment of resources to needs.
- **Climate Strategy Development** (est. 2025, Q4): Developing the 2035 Climate Strategy to integrate decarbonization and climate resiliency, building on the City’s progress, and taking the necessary next steps to reduce and adapt to climate change impacts. **Efficiency Outcome:** Will provide focus for the City over the next 10 years on the policies and programs that will most effectively accelerate decarbonization and enhance resiliency.

Anticipated Initiatives

- **Planning for Public Services Needs** (est. 2025, Q4): Will assess future service needs considering projected population forecasts related to the City’s long-range plans and

anticipated development. **Efficiency Outcome:** Will proactively anticipate future needs enabling effectiveness in planning and preparation.

Community Development Department—Departmentwide

Completed Initiatives

- **Permit Center Digital Forms and Handouts** (2021, Q2–2024, Q1): Updated and transferred all Permit Center handouts and forms to digital formats for use on the City website or to allow electronic signature. Some forms were converted into dedicated web pages. Previously, many forms were only available in person at the Permit Center. **Efficiency Outcome:** Improves access to online information for the public and allows for easier electronic signature on forms and more efficient online payment processing.
- **Innovation Team** (2021, Q4): Established the Innovation Team consisting of Community Development and Public Works Directors and key division managers who meet twice per month to resolve project-related issues and provide policy or procedural direction to staff to expedite project review. **Efficiency Outcome:** Allows for efficient project and procedural resolution on any conflicting interpretations of City regulations between departments and allows ongoing coordination of cross-departmental programs, procedures, or policy projects.
- **Permit Navigator Position** (2022, Q3): Established Permit Navigator roles in Planning, Building, and Public Works as part of key supervisor positions to help resolve permit issues, improve permit procedures, and increase cross-departmental coordination. A new Assistant Community Development Director position was created in Fiscal Year 2022-23 to lead the Permit Navigation team. **Efficiency Outcome:** Allows City staff to resolve customer permit issues more rapidly by having dedicated communication channels and develop and implement new, more efficient permit procedures, forms, and materials to streamline the development review process.
- **Development Permits Website** (2024, Q1): Developed a branded set of webpages with user-friendly navigation to better assist the public in planning for and obtaining various City permits necessary for development. The launch focused on common single-family residential and small business-related permits. The public has direct access to permit review timeline information online 24/7. New content and updates will continue to be added to the website to include all facets of development. **Efficiency Outcome:** Improves customer service, improves access to consistent information and resources by the public and City staff, and reduces questions raised by the public to City staff.

Community Development Department—Building**Completed Initiatives**

- **Virtual One-Stop Appointments—Fire Permits** (2023, Q1): Enabled customers to schedule fire permit review at a virtual appointment on Zoom with the applicant/applicant team and Fire Protection staff. **Efficiency Outcome:** Increases accessibility of appointments for customers and their contractor/design team, more efficient use of time for staff and the customer/contractor, and reduced review time of permits as corrections are given after the meeting.
- **Online Paperless Building/Fire Permits (ePermitsMV)** (2023, Q2): Launched online technology for the public to submit electronic online building and fire protection permit applications. The ePermitsMV portal allows online 24/7 access to submit, track status, pay, and communicate with City staff on their permit. **Efficiency Outcome:** Increases available space for staff desks, increases the volume of applications the City accepts per day for processing, increases transparency on the permit process for applicants and their teams, and increases efficiency for City staff reviewers as all comments/corrections are visible to all reviewers.
- **Solar App+** (2023, Q3): Launched an online application for permit approvals for single-family residential photovoltaic (solar) installations. **Efficiency Outcome:** Allows instantaneous automatic permit approvals, improving customer service, and accelerating the transition to carbon-free energy.
- **Organizational Restructure of Building Division** (2024, Q1): Created and filled two Deputy Building Official positions to oversee field inspections and the Permit Center. These positions establish a day-to-day supervisor in key operational functions of the Division and are focused on leading and training staff and improving procedures and operations. Also created two Senior Permit Technician positions to manage building permits for larger, more complex developments and act as daily team leads to other Technicians. **Efficiency Outcome:** Establishes daily supervisors of main operational areas which allows for improved service to customers with quicker responses, greater consistency, and more professional expertise to collaborate on Citywide initiatives and efficiency improvements.
- **Building/Fire Protection Inspector Computer Tablets** (2024, Q1): Provided all Building and Fire Protection Inspectors with tablets to allow seamless access to approved permit plans, the ability to redline plans on the spot, and review online Building and Fire Codes when conducting on-site field inspections. **Efficiency Outcome:** Improves in-field accuracy, reliability and consistency of information, and customer service overall.

Initiatives Under Way

- **Accessory Dwelling Unit (ADU) Preapproval Program** (est. 2024, Q4): Working with private prefabricated/manufactured construction design and technologies with plans consistent with City requirements to make adding an ADU easier, quicker, and more cost-efficient for property owners. The City will host vendor information and plans on the Development Permits website and establish a faster plan check review process than the standard ADU review process. **Efficiency Outcome:** Will reduce cost of permitting and construction for property owners with preapproved designs, reduce staff time spent on plan checking, allow for faster building permit issuance, and maintain compliance with state law and City Housing Element goals.
- **Virtual One-Stop Appointments—Single-Family Residential and Small Commercial Tenants** (est. 2025, Q1): Developing a virtual one-stop appointment service for single-family home and small commercial tenant improvement building permits held on Zoom with the applicant, their design team, and City staff to review the proposed plans and provide City corrections after the meeting. **Efficiency outcome:** Will increase accessibility of appointments for customers and their contractor/design team, will more efficiently use time for staff and the customer/contractor, and will reduce review time of permits.

Community Development Department—Planning

Completed Initiatives

- **Project Coordination Committee (PCC)** (2021, Q3): Established a virtual weekly cross-departmental meeting to review and discuss Planning Permit applications under review. PCC aims to ensure City comments and feedback are clear, comprehensive, and consistent. Approximately 75 City staff are involved in the PCC meetings, attending when necessary to discuss any assigned projects. **Efficiency Outcome:** Improves clarity and collaboration across City departments, resulting in improved comments to applicants; and improves customer service and on-time response rates for all permitting City departments, with a typical on-time response rate of 90% to 100%.

Initiatives Under Way

- **Online Paperless Planning Permits (ePermitsMV)** (est. 2024, Q2): Working with a vendor to expand ePermitsMV to include online planning permit submissions and review. The online portal allows 24/7 access to submit, track status, pay, and communicate with City staff on their paperless permit. **Efficiency outcome:** Will increase transparency on the permit process for applicants and their teams; increase efficiency for City staff reviewers as all comments/corrections are visible to all reviewers; and allow for customers to be on the same permit platform for all City development permits (Planning, Building, and Public

Works). *(This initiative is being undertaken collaboratively by the Community Development, Public Works, and Information Technology Departments.)*

Community Development Department—Economic Development

Completed Initiatives

- **Customer Relationship Management (CRM) Software** (2021, Q2): Adopted an online Customer Relationship Management software to share business contact information and track communication and engagement. **Efficiency Outcome:** Improves customer service and supports ongoing business relationships.
- **Online Mountain View Public Art Map** (2023, Q2): Launched a new online public art map that includes 100-plus art pieces in Mountain View that are publicly accessible. The new map is easier to navigate using a mobile device and includes the artist's name and installation date where available. **Efficiency Outcome:** Improves public access to information and saves staff time as the new map is more easily updated.
- **Mountain View Economic Development Website** (2023, Q2): Launched a new Economic Development website, consolidating several prior pages on Downtown Mountain View into one central location with easy-to-use navigation. **Efficiency Outcome:** Improves public access to information and begins to establish a branded identity for economic development in Mountain View.

Community Services Department—Administration

Completed Initiatives

- **Volunteer Pollinator Gardens Pilot Program** (2021, Q4): Established a pilot process for volunteer groups who want to plan and maintain a pollinator garden on City property, providing staff with consistent steps, decision criteria, guidelines, policies, and consideration of City resource limitations. **Efficiency Outcome:** Increases consistency and efficiency and enhanced opportunities for community groups to make valuable contributions to the City.

Initiatives Under Way

- **Parks and Recreation Strategic Plan** (est. 2024, Q4): Working with a consultant to conduct robust community engagement and assessment of current operations and facilities to develop a Parks and Recreation Strategic Plan that will guide the future of the City's park and open space resources, community facilities, and recreation programming. **Efficiency Outcome:** Will recommend enhancements to park and recreation services and facilities to

meet the needs of the public and updates to City policies and procedures to improve efficiency and effectiveness.

Community Services Department—Forestry and Parks

Completed Initiatives

- **Reorganization of Roadway and Park Maintenance Staff** (2022, Q3): Shifted the duties of six Park Maintenance Workers from roadway landscaping to park maintenance to create a new central parks crew which includes downtown. Executed a roadway median landscaping contract. **Efficiency Outcome:** Provides additional staff resources needed to support the rapid growth of and increasing demands related to the City's parks, trails, and open space system; maintain newly constructed and upcoming parks; assist with Castro Pedestrian Mall efforts; accommodate special projects; and allow for cross-training and succession planning.
- **Irrigation Audit** (2022, Q4): Performed a Citywide irrigation audit (29 sites, 3,000 sprinkler heads) to identify equipment deficiencies. **Efficiency Outcome:** Identified sprinkler heads needing repair or replacement, resulting in water savings.

Initiatives Under Way

- **Heritage and Street Tree Removal Applications Software (Project Dox)** (est. 2022, Q4): Transitioning the Heritage and street tree application process from paper to online submittals to be consistent with tree removal applications submitted through Planning. Intake, review, correspondence, payment, and permitting will all be done through one central hub. **Efficiency Outcome:** Will improve efficiency and consistency in processing and practices, create a central database for general and historical reference, and improve customer service.
- **Work Order and Asset Management Software** (est. 2025, Q2): Purchasing and implementing automated work order and asset management software to replace the current paper-based process. **Efficiency Outcome:** Will allow staff to submit work orders while in the field, develop automated maintenance schedules, and accurately store/track/monitor data and City assets for easy reference and historical knowledge.
- **Biodiversity and Urban Forestry Plan** (est. 2025, Q4): Developing a Biodiversity and Urban Forest Plan to inform City plans, projects, and ordinances regarding vegetation, wildlife, and species that will increase local habitats, withstand climate change, and create a more resilient environment. The strategy will include an Urban Forest component which will replace the existing 2015 Community Tree Master Plan and provide an updated blueprint and reporting process for preserving and enhancing tree canopy. **Efficiency Outcome:** Will

serve as the road map for all City departments, processes, and plans to support policy and decision-making that restores habitat, enhances and preserves green spaces and natural resources, increases tree canopy, and promotes environmental adaption and resiliency.

Community Services Department—Performing Arts

Initiatives Under Way

- **Home Company Program** (est. 2024, Q4): Reviewing the existing Home Company Program to recommend changes to the City Council that may enhance the Home Company Program while also providing additional dates for non-Home Company facility renters. **Efficiency Outcome:** Will provide more diverse programming for Center attendees.
- **Venue-Management Software** (est. 2024, Q4): Purchasing new venue-management software. **Efficiency Outcome:** Will automate billing, rental schedules, and reporting; allow payment by credit card for rentals; and improve financial reporting.

Community Services Department—Recreation

Completed Initiatives

- **Online Appointment System for Facility Reservations** (2021, Q3): Implemented an online appointment system for the public to book appointments for facility tours and reservations. The appointment system also automatically links to staff's Outlook calendars, so appointment time availability is updated in real time. **Efficiency Outcome:** Improves customer service and efficiency.
- **Pool Automation Upgrade** (2022, Q3): Updated the Eagle Park Pool chemical controller hardware and software to allow for remote monitoring. This allows staff to better understand chemical usage and troubleshoot issues remotely. **Efficiency Outcome:** Enables the pool to stay open instead of waiting for staff to arrive on-site and allows staff to document and graph equipment runtime and chemical usage.
- **Pool Sensor Upgrade** (2023, Q3): Replaced the motor pit sensor at Eagle Park Pool with a new sensor that interfaces with the chemical controller, alerts staff via text message, and shuts off the equipment. **Efficiency Outcome:** Increases safety for staff, the public, and equipment by more quickly shutting down the equipment when needed.
- **Volunteer Management Software** (2023, Q4): Implemented a volunteer management software used by other City divisions and departments to manage and coordinate the Citywide volunteer program, accepting applications, scheduling shifts, recording hours, and

communicating with volunteers. **Efficiency Outcome:** Streamlines all volunteer-related processes/tasks while keeping a central database for all volunteers within the City.

Finance and Administrative Services Department

Completed Initiatives

- **PlanetBids eProcurement (Online Bidding)** (2022, Q1): Implemented an online bidding platform to provide electronic bid advertising and maintain bid management services. **Efficiency Outcome:** Minimizes hard copies of bid documents, consolidates bid management, improves convenience for proposers/bidders, increases transparency of the City's bidding process, and increases outreach and competition.
- **Council Policy A-10, Authorization to Execute City Contracts and Agreements** (2024, Q1): Increased the threshold for formal Council approval from \$100,000 to \$250,000 with an annual adjustment tied to the Consumer Price Index, and increased approval authority for department heads from \$20,000 to \$60,000. **Efficiency Outcome:** Reduces processing time for procurement and contracts and preparing agenda items for City Council.
- **Automated Export of Budget Data to the OpenGov Public Platform** (2024, Q1): Enhanced the City's current contract with OpenGov to include automated daily extract of budget and actual data from Central Square to the OpenGov software. **Efficiency Outcome:** Reduces staff time and improves public access to real-time budget and actual financial data.
- **Labor Compliance Software** (2024, Q1): Implemented labor compliance software to track and ensure compliance with federal, state, and local prevailing wage requirements for payment requests by City contractors. **Efficiency Outcome:** Enables more efficient review of certified contractor and subcontractor payrolls and processing of invoices and supports compliance.

Initiatives Under Way

- **Purchase of an Accounts Payable Module** (est. 2025, Q3): Exploring the possibility of purchasing an Accounts Payable module to interface with the City's financial software system. **Efficiency Outcome:** Will save staff time and reduce invoice processing time.

Fire Department

Completed Initiatives

- **Tablet Command** (2022, Q2): Implemented Tablet Command, an iOS-based application that serves as an end-user CAD platform for fire dispatch. In addition to providing incident

information, unit status, and mapping, the platform serves as an incident management, situational awareness, and personnel accountability tool. **Efficiency Outcome:** Ensures consistency across the three suppression shifts and reduces hardware and infrastructure costs. *(This initiative was undertaken collaboratively by the Fire and Information Technology Departments.)*

- **Battery Extinguishing System Technology (BEST)** (2023, Q4): Implemented Battery Extinguishing System Technology (BEST), an extinguishing system for high-voltage lithium-ion batteries in electric vehicles. BEST works by a piercing nozzle penetrating the car battery housing and flooding it with water at eight gallons per minute. **Efficiency Outcome:** Reduces the time it takes to cool an electric vehicle battery in thermal runaway from approximately five to six hours to one hour. This is the only suppression appliance of its kind in Santa Clara County and has been requested through mutual aid to help other agencies.

Housing Department

Completed Initiatives

- **Below-Market-Rate (BMR) Guidelines** (2021, Q2; 2023, Q4): Modified the program by increasing the BMR ownership requirement to 15% of the total number of ownership units, incorporating a moderate-income category, and modifying the in-lieu fee methodology. In 2023, staff returned to Council to conduct a comprehensive three-year review and received policy changes to ensure that the program is meeting its objective. **Efficiency Outcome:** Has increased the projected percentage of BMR rental and ownership units from 4.7% to 14% and 7.7% to 17.2%, respectively.
- **Mobile Home Online Registration Portal** (2022, Q2): Launched an online platform for mobile home park owners to annually register their property as required by the Mobile Home Rent Stabilization Ordinance Regulations, Chapter 4. **Efficiency Outcome:** Enables property owners/managers to easily register and update property information, saves staff time, reduces manual entry errors, and consolidates data into one location for more robust analysis.
- **Housing Help Center** (2022, Q3): Created and expanded the Housing Help Center to connect tenants and landlords with housing specific information and support services. **Efficiency Outcome:** Enhances accessibility to information and fosters faster resolution of housing-related issues.
- **External Funding Pool through Strategic Partnerships** (2021, Q4): Collaborated with federal, state, county, and philanthropic partners to secure external funding to build affordable housing units to help homeless, unstably housed, and displaced residents

transition to permanent housing. Examples include securing \$80 million in County Measure A funds, \$8 million from Senator Becker’s Office, State Project Homekey funds, and federal CDBG/HOME funds, among others. **Efficiency Outcome:** Increases financial resources beyond local revenue sources.

- **Council Neighborhoods Committee (CNC) Application Processing and Invoicing** (2022, Q3): Adopted FormStack to receive and process CNC grant applications to simplify the application and reimbursement process. **Efficiency Outcome:** Reduces processing time and improves operational efficiency.
- **Community Stabilization and Fair Rent Act (CSFRA) and Mobile Home Rent Stabilization Ordinance (MHRSO) Regulations, Chapter 12—Compliance and General Remedies** (2023, Q2): Adopted and implemented RHC Regulations to improve compliance with mandatory registration and fee payment requirements under the CSFRA and MHRSO. **Efficiency Outcome:** Increases registration and fee payment compliance for properties covered by the CSFRA and MHRSO, saves staff time following up with noncomplying properties, and decreases the number of unlawful rent increases and petitions filed.
- **New Housing Department** (2023, Q3): Created a new Housing Department to implement existing programs and new initiatives to continue to be responsive to the wide range of housing needs of the community and Council priorities. **Efficiency Outcomes:** Facilitates the addition of 1,300 affordable housing units across 12 pipeline projects over the next five years and supports effective implementation of tenant protection programs covering approximately 14,300 CSFRA-covered rental units and 1,100 mobile home spaces.
- **Performance Monitoring of CDBG Public Service Grantees** (2023, Q3): Implemented technology (e.g., Zoom Grants) to monitor CDBG Public Service Grantees’ compliance with quarterly performance metrics and streamlined the application/reimbursement process. **Efficiency Outcomes:** Increases transparency, accuracy, and timeliness of quarterly reporting. Additionally, grantees have reported higher satisfaction levels due to the streamlined and user-friendly interface of the new system.
- **Online Payment Integration of Annual Rental Housing Fee Payment in Portal** (est. 2024, Q2): Centralizing the annual rental housing fee payment processing into the rent stabilization online portal. **Efficiency Outcome:** Reduces staff time manually calculating rental housing fees and penalties; reduces manual entry errors; consolidates information and payments into one location; and improves ability to track and follow up on delinquent accounts.

Initiatives Under Way

- **Department Website Redesign** (est. 2024, Q4): Creating an enhanced design of the Department's dedicated webpages to better serve the community by implementing user-friendly interfaces and providing comprehensive information. **Efficiency Outcome:** Aims to streamline access to housing resources, facilitate communication with stakeholders, and promote simple and effective information sharing.

Human Resources Department

Completed Initiatives

- **Sole Deferred Compensation Record Keeping Provider and Plan** (2021, Q3): Transitioned from three to a single 457(b) deferred compensation plan and record keeper and automated enrollment process. **Efficiency Outcome:** Reduces recordkeeping and fund fees, saving employees money; improves oversight of fund performance, and streamlines plan administration, saving staff time.
- **Policy Updates Related to Leaves of Absences and Time Off** (2024, Q1): Updated Administrative Instructions regarding Family and Medical Leave (with addition of Paid Parental Leave), Catastrophic Leave, Bereavement Leave, Reproductive Loss Leave (New), and Hourly Paid Sick Leave. **Efficiency Outcome:** Streamlines leave approval process for both employees and Human Resources staff, improves accuracy of leave processing, and ensures compliance with recent state legislation.
- **New Hire Process and Onboarding** (2024, Q1): Updated new hire onboarding materials, digitized new hire paperwork, and compiled all new hire resources into an electronic binder. **Efficiency Outcome:** Improves new employee first impressions and access to up-to-date information and reduces staff time and paper needed for printing materials.

Initiatives Under Way

- **Applicant Tracking and Onboarding System and Recruitment Process** (est. 2024, Q2): Implementing a new portal for applicant tracking (NeoGov) and reviewing the recruitment process action plan to reduce the time to hire. **Efficiency Outcome:** Will improve the candidate experience, reduce time to hire (from job posting to offer) and fill vacancies, save Human Resources staff time, and improve records retention, compliance, and reporting on hiring analytics.
- **Human Resource Intranet Content** (2024, Q2): Updating, expanding and reorganizing Human Resources content related to benefits, forms, training, wellness, engagement, policies, and other important employee resources on the redesigned intranet site.

Efficiency Outcome: Will improve staff access to accurate, current information; saves Human Resources staff time in responding to employee inquiries; and enhances employee engagement.

Information Technology Department

Completed Initiatives

- **Hybrid Public Meetings** (2024, Q3): Upgraded key City conference rooms in City Hall and the Library to AV/Zoom rooms to enable hybrid committee and advisory body meetings. **Efficiency Outcome:** Increases community access to public meetings.
- **Website Redesign** (2023, Q2): Launched a new website, MountainView.gov, that features a modern design with better mobile compatibility, enhanced navigation, upgraded web accessibility, and improved search function. As part of the project, there are now dedicated subsites, designed for their specialized audiences, for Economic Development, Mountain View Public Library, and Mountain View Center for the Performing Arts. The project also included email notification system for subscribing to City topics of interest, including news releases, general updates, newsletters, event announcements, and public meeting details, all in one location. **Efficiency Outcome:** Provides a user-friendly website that better addresses visitors' information and online service needs while also being easier for staff to maintain and keep content updated. *(This initiative was undertaken collaboratively by the City Manager's Office and Information Technology Department.)*
- **Migration to Personal Laptops** (2023, Q2): Transitioned from desktop computers and virtual PCs (VDIs) to personal laptops. **Efficiency Outcome:** Increases portability, which supports telework, collaboration, and flexible work arrangements. Increases efficiency as employees can seamlessly transition between office, home, and on-the-go work environments.
- **Security Information and Event Management** (2022, Q2): Implemented a Security Information and Event Management service, which assists in monitoring and analyzing City network activity and reports suspicious behavior or potential security threats to the IT operations team. **Efficiency Outcome:** Enhances the City's cybersecurity, enabling IT to respond to cyber threats swiftly, and safeguarding the City's digital assets.
- **Microsoft Intune Device Management System** (2023, Q3): Implemented Microsoft cloud-based Intune endpoint management for City-owned computing devices, supplanting the City's legacy on-premises solution. This provides the IT Help Desk team a centralized management tool to manage computer assets and application deployment. **Efficiency Outcome:** Streamlines the process of provisioning, configuring, and monitoring computer assets across the City's computing inventory, regardless of their physical location. Reduces

IT Help Desk staff time, allowing them to automate routine tasks such as software updates, security patches, and policy enforcement.

- **Online Fire Incident Response** (2022, Q3): Migrated to an online Fire Incident Response process, routing fire-related emergency calls directly to the Tablet Command app on iPads with more up-to-date underlying GIS maps and on-site plans. **Efficiency Outcome:** Improves incident management and emergency response time and saves Firefighter time. *(This initiative was undertaken collaboratively by the Fire and Information Technology Departments.)*
- **CCTV Manager Assessment of Sewer Pipe Internal Condition** (2023, Q1): Implemented CCTV Manager to use pipe inspection data to visualize the sewer mains and make this data available on a map. **Efficiency Outcome:** Improves access to and analysis of inspection data and helps to prioritize the maintenance of sewer pipes and gain insight into the overall picture of the sewer system.
- **Microsoft-Hosted Mail System and Personal OneDrive Storage** (2023, Q1): Migrated from an on-premises email server hardware to Microsoft's hosted Exchange System. Personal network directories have been migrated to Microsoft OneDrive. **Efficiency Outcome:** Eliminates the need for IT staff to support hardware for these systems, including refreshing hardware and applying updates and patches. Improves employee access to these systems from anywhere.

Initiatives Under Way

- **Online Paperless Planning Permits (ePermitsMV)** (est. 2024, Q2): Working with a vendor to expand ePermitsMV to include online planning permit submissions and review. The online portal allows 24/7 access to submit, track status, pay, and communicate with City staff on their paperless permit. **Efficiency Outcome:** Will increase transparency on the permit process for applicants and their teams; increase efficiency for City staff reviewers, as all comments/corrections are visible to all reviewers; allow for customers to be on the same permit platform for all City development permits (Planning, Building, and Public Works), and foster interdepartmental collaboration. *(This initiative is being undertaken collaboratively by the Community Development, Public Works, and Information Technology Departments.)*
- **IT Strategic Plan—IT Needs Assessment** (2024, Q3): Collecting feedback from all departments about their use of and needs for software and technology and establishing an IT Governance Committee to prioritize enterprise solution to support identified projects. **Efficiency Outcome:** Will implement enterprise solutions to improve staff efficiency and productivity.

- **Redundant Internet Service Provider** (2024, Q3): Deploying a redundant internet circuit. **Efficiency Outcome:** Will provide two internet providers via two different physical network connections, reducing service interruptions for City staff.
- **Asset Inventory and Request for Proposals (RFP) for Work Order Management System (CMMS)** (est. 2024, Q4): Consolidating and synchronizing City asset data, such as street signs, pavement markings, forestry, parks, and utilities, for the new GIS-enabled enterprise CMMS and preparing a CMMS request for proposals. **Efficiency Outcome:** Will eliminate redundancy and discrepancies in paper and online records, reduce maintenance efforts, and enable sharing of information across multiple City applications.
- **Utility Billing System** (est. 2025, Q4): Transitioning from an outdated legacy technology that no longer adequately supports existing business processes to a new, more modern platform with improved usability and security and decreased need for customizations. **Efficiency Outcome:** Will enhance customer service for the City's utility customers, simplify and streamline business operations, and increase efficiency by automating meter reading, payment processing, and invoice issuing. Will enable tracking of spending and invoicing within finance systems, ensuring smoother operations overall. *(This initiative is being undertaken collaboratively by the Information Technology, Finance and Administrative Services and Public Works Departments and the City Manager's Office.)*
- **Zoom Room Capabilities in City's Conference Room** (est. 2025, Q4): Implementing Zoom room capabilities in multiple City conference rooms. Completed conference rooms are: Atrium, Plaza, Bay View, Public Works, Walnut, Library Program Room, and Atlantic. Future conference rooms to receive Zoom room capabilities are: Maple, FASD, Community Services, City Clerk, and 888 Villa. **Efficiency Outcome:** Meetings with remote staff, consultants, and vendors can be scheduled without requiring users to commute to City facilities.

Anticipated Initiatives

- **Land Management System for Community Development and Public Works Departments** (2025, Q4): As identified in the Matrix Report as a critical need, implementing an enterprise-level land-management system, which, in conjunction with the paperless permitting system, will enable applicants to engage with City plan reviewers and track project progress. The system will also be integrated with the City's GIS system, allowing staff to identify all activities associated with a parcel in the City. **Efficiency Outcome:** Improved customer service, transparency, and efficiency.

Library Department**Completed Initiatives**

- **Student Connect Card ID Number** (2021, Q1): Simplified digital access card for students in Mountain View Los Altos Unified High School District to match student school identification numbers. **Efficiency Outcome:** Reduces staff time searching for lost digital numbers; and improves customer experience for students as identification numbers are easy to remember and use.
- **Storytime Program Practices** (2021, Q3): Eliminated registration requirement for storytime programs. Moved story time programs outdoor to accommodate larger crowds. **Efficiency Outcome:** Increased access for more families and reduced staff time.
- **Catalog Linked Reading Recommendations and Grade Lists** (2021, Q4): Recommended reading lists are linked to catalog for customer review of available titles, holds, and synopsis. **Efficiency Outcome:** Decreases staff reference time in management of books lists and improves consistency in staff reference services.
- **Catalog Station Upgrades** (2022, Q1): Replaced old desktop computer catalogs with touchscreen kiosks. **Efficiency Outcome:** Improves customer access to the catalog.
- **Department Restructuring/Creation of Assistant Director Position** (2022, Q3): Created an Assistant Library Director position to oversee core operations and division managers. **Efficiency Outcome:** Addresses succession planning needs and enables the Library Director to focus on strategic and department-level policy matters.
- **Streamlined Data Reporting** (2022, Q3): Used Formstack to create online forms to simplify and streamline reporting of program statistics and satisfaction survey results and sending invoices to the Library's Friends group. **Efficiency Outcome:** Improved efficiency and consistency across workgroups in reporting statistics and survey results and generating reports.
- **Library Website** (2022, Q4): Launched a new Library website with simplified menu items and navigation, reduced text and use of jargon, appealing modern look, and implementation of a mobile-responsive site. **Efficiency Outcome:** Improves access and ease of use for Library customers. *(This initiative was undertaken in collaboration with the City Manager's Office and Information Technology Department.)*
- **Security Services Guard** (2024, Q1): Created and hired new lead security services guard to provide consistent security staffing at the Library. **Efficiency Outcome:** Provides more

hours of security coverage at the Library to address behavioral issues and maintain a safe environment for Library patrons and staff. Frees up staff time to perform job duties.

- **Electric Bookmobile** (2024, Q1): Launched smaller-profile electric Bookmobile and carts off vehicle model, which enabled placement of Library services within entrances and inside service buildings. **Efficiency Outcome:** Improves outreach to formerly hard-to-reach areas of Mountain View. Improves customer service with curated materials. Increases access to Library materials as carts come off vehicle to meet customers where they are. Electric vehicle contributes to reduction of greenhouse gasses.

Initiatives Under Way

- **Shelf-Ready Library Materials** (est. 2024, Q2): Implementing contract services to streamline cataloging and processing of Library materials before they are received. **Efficiency Outcome:** Reduces staff time spent cataloging and processing materials. Decreases the amount of time it takes for materials to reach to shelves once they have arrived at the Library.

Police Department

Completed Initiatives

- **Leadership/Executive Coaching Program** (2021, Q1): Partnered with St. Mary's University's Executive Leadership Program coaches and launched a leadership/executive coaching program for newly promoted department Sergeants and above to support their transition to new leadership roles. **Efficiency Outcome:** Improves the newly promoted member's ability to grow and develop in their roles, making them more efficient and adaptive learners and leaders.
- **Records Management System (RMS)** (2021, Q1): Implemented a new RMS for all Police reports and records management, replacing a legacy system which had limited reporting capabilities and required extensive maintenance. **Efficiency Outcome:** Improves reporting and reduces staff time.
- **Racial Identity Profile Act (RIPA) Data Collection Software** (2022, Q1): Implemented software (Veritone) to comply with State Assembly Bill 953 requirements related to the collection of RIPA data. **Efficiency Outcome:** Ensures compliance with RIPA in an efficient and effective manner. Saves staff time and improves public access to the data.
- **Traffic Stop Research** (2022, Q2): Hired Ph.D. Research Fellow to examine the Department's traffic stop data to look for potential bias. **Efficiency Outcome:** Received

research results with no finding of bias and established a research methodology to enable ongoing review of Police detentions.

- **Military Equipment Funding and Reporting** (2022, Q3): Developed a Military Equipment Funding, Acquisition, and Use policy in compliance with Assembly Bill 481 for Council adoption. **Efficiency Outcome:** Increases transparency and public access to information. Facilitates assessment and removal or destruction of equipment.
- **Stanford University School of Medicine Partnership** (2022, Q4): Partnered with Stanford University School of Medicine to test and evaluate stress and neuroscience-based intervention to improve Police performance. **Efficiency Outcome:** Provides feedback to officers on how they react to stressful situations and how best to regulate stress to improve performance.
- **School Resource Officer (SRO) Memorandum of Understanding (MOU) and Procedure Manual** (2023, Q1): Based on feedback from a Public Safety Advisory Board review of the SRO program and Council direction, the Police Department developed an MOU with the school districts and a Procedure Manual for the SRO Program. **Efficiency Outcome:** Improves clarity, consistency, and effectiveness of the SRO Program.
- **Live 9-1-1 Software** (2023, Q1): Implemented technology enabling Officers in patrol vehicles to hear 9-1-1 calls in real time and respond prior to being dispatched. **Efficiency Outcome:** Decreases response times for priority calls and improves public safety without increasing staffing to the Department.
- **Santa Clara County Specialized Enforcement Team (SCCSET)** (2023, Q2): Assigned an MVPD Lieutenant to command the Santa Clara County Specialized Enforcement Team (SCCSET) focusing on fentanyl investigations. **Efficiency Outcome:** Enables greater access to a highly trained team of investigators who are tasked with investigating fentanyl cases in Santa Clara County.

Public Works Department—Engineering

Completed Initiatives

- **Online Bidding for Public Works Projects** (2021, Q2): Implemented online plan room and bidding platforms to allow electronic bid advertising and bid management services for Public Works projects. **Efficiency Outcome:** Minimizes the need to reproduce hard copies of bid documents and consolidates bid management.
- **Public Works Development Review** (2021, Q3): Partnered with the Community Development Department to engage a consultant to assess the Public Works development

review process and provided recommendations related to the internal review processes, standardizing documents and procedures, providing training, and implementing a land use management software system. **Efficiency Outcome:** Provides consistency for customers, improves tracking of application status, streamlines the review to improve cycle times, and improves customer experience.

- **Graphic Information System (GIS) Software for City Infrastructure** (2022, Q1): Created and maintained an interactive web-based map of the City’s geographic data, such as FEMA flood zone, sanitary sewer, water, recycled water, and storm drainage systems. **Efficiency Outcome:** Improves coordination between departments and provides staff with easy and efficient access to key information in one location to help with decision-making, processing of permits, emergency repairs, and public questions.
- **Bluebeam Software for Public Works Projects** (2022, Q1): Introduced and increased use of Bluebeam to more efficiently receive and sort technical design comments on Public Works projects. **Efficiency Outcome:** Improves collaboration between the Public Works sections involved in plan review and transparency between commentors and reduces conflicting comments.
- **Building Permit e-Permit System, ProjectDox** (2023, Q2): Partnered with the Community Development Department to implement a public-facing, online permit system for online submittal and review of building permits, improvement plans, and final/parcel maps. Allows work flows to be assigned to e-documents by staff and applicants to track submittal status in real time. **Efficiency Outcome:** Improves customer experience and ease of submittal process and response status. Saves applicant time and printing costs and reduces trips to City Hall.
- **Development Permits Website** (2024, Q1): Partnered with the Community Development Department to launch the development permits website to serve the public with a comprehensive resource on permitting requirements and processes. **Efficiency Outcome:** Improved customer service with a one-stop permit website, providing key information and expectations regarding the development process.

Public Works Department—Transportation and Business Services

Completed Initiatives

- **Fleet Management Software** (2022, Q2): Initiated and implemented new fleet management software to manage the City’s vehicles and equipment. **Efficiency Outcome:** Allows efficiency and optimizes operations by tracking vehicle needs, parts inventory, maintenance, and asset management.

- **Fuel Inventory Management System** (2023, Q1): Implemented a new fuel inventory management system allowing easy access to track and manage fuel inventory from delivery to usage. **Efficiency Outcome:** Provides real-time fueling data and accuracy with fueling reports/inventory for best optimization and decision making.

Initiatives Under Way

- **New Work Order System and Asset Management Software** (2025, Q4): Identifying a new work order system to schedule, track, and assign work orders for maintenance and operations. Also pursuing an asset management software to track key facility assets and manage corrective and preventative maintenance. **Efficiency Outcome:** Will improve user and asset management for tracking, scheduling, and budgeting for planned replacements.

Public Works Department—Public Services

Completed Initiatives

- **GIS Utility Maps via GIS** (2022, Q4): Implemented mobile device access to the GIS mapping application-FieldMaps for Utilities staff. **Efficiency Outcome:** Enables Utilities staff to open a map on a phone or tablet and instantly see the underground utility infrastructure to help mark utility lines, plan jobs, and troubleshoot issues.
- **Abandoned Shopping Cart Tracking and Invoicing** (2023, Q1): Implemented a new system of impounding abandoned shopping carts at the Municipal Operations Center and charging stores to recover their impounded carts. **Efficiency Outcome:** Increases store responsibility to prevent shopping carts from leaving store property; reduces City staff time collecting abandoned shopping carts from the public right of way; and improves access in the right-of-way.
- **Sidewalk Offset Process** (2023, Q1): Implemented a new process, using a tablet, to assess and document sidewalk offsets. **Efficiency Outcome:** Increases efficiency in documenting sidewalk conditions and making repairs; and reduces resident complaints and liability.
- **Underground Pipeline Assessment Procedures** (2023, Q1): Standardized annual sewer utility main condition assessment projects, splitting the City into eight equal sections, and uploading condition assessment data directly into the City's GIS system. **Efficiency Outcome:** Enables consistent and predictable condition assessments each year and makes assessment data instantaneously available to staff for system troubleshooting, repairs, and project planning.

Initiatives Under Way

- **GIS for Landfill Gas System** (est. 2024, Q2): Creating a GIS layer for the landfill gas infrastructure to locate landfill gas mains, laterals, leachate lines, and air lines. **Efficiency Outcome:** Will enable staff to more easily generate custom exhibits and maps and be more efficient and effective in calculating landfill project cost estimates; will save staff time savings by having one location to search to find relevant information; and using FieldMaps will pinpoint staff's current location at the landfill in relation to the landfill infrastructure layer, which is currently difficult since Shoreline Landfill is vast and without streets or easy reference points.

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Exhibit: A. Improvement Initiatives in Response to COVID-19

IMPROVEMENT INITIATIVES IN RESPONSE TO COVID-19

During the COVID-19 pandemic, the City of Mountain View pivoted quickly to respond to the crisis, developing creative new programs to meet community needs and new operating procedures to keep the organization running, while maintaining safety for City employees and the public. The Citywide team embraced innovations, streamlined processes, and transformed operations. Improvement initiatives include the following:

- Conducting meetings virtually by Zoom video conference, including City Council meetings and numerous advisory body meetings;
- Implementing a paperless permitting process and digital plan review for new projects;
- Installing automatic pedestrian recall (“no touch”) at 23 traffic intersections;
- Activating the Emergency Operations Center (EOC) and drafting the COVID-19 recovery plan;
- Placing more than 15 portable restrooms and handwashing stations around the City for the homeless and unstably housed;
- Implementing an online employee wellness program;
- Networking through 90 Spanish-language Ambassadors and Chinese and Russian community groups;
- Holding a virtual Town Hall to provide the latest information to residents and hear from Congressional leadership;
- Presenting regular COVID-19 updates to the public at City Council meetings;
- Launching #TogetherMV with the creation of an online donation portal on the City’s website, where individuals donated money to Rent Relief or Small Business Assistance;
- Securing State Project Homekey funding of \$12 million and pioneering an innovative private-public partnership with LifeMoves, the County of Santa Clara, Google, and LinkedIn to build within six months and open LifeMoves Mountain View, an interim, transitional modular housing project with over 100 units for homeless, unstably housed, and displaced residents;
- Distributing over \$900,000 in zero-interest microloans to more than 100 small businesses through the Small Business Resiliency Program, including City funding of \$400,000, a \$400,000 match from Google, and \$100,000 from LinkedIn;

- Providing 97 grants totaling \$500,000 to Mountain View small businesses to support the recovery of the local economy;
- Implementing nine of the 10 Small Business Action Plan items to assist the City's small businesses during the pandemic and strengthen their resilience for the longer term;
- Collaborating with the Mountain View Chamber of Commerce to develop the www.ilovemv.org online marketplace for local small businesses;
- Implementing "Outdoor Mountain View" (OMV) guidelines to allow downtown restaurants and businesses to temporarily operate outside on private property or authorized public property;
- Redeploying Fire Department staff to work at the County of Santa Clara Public Safety COVID-19 Vaccination Clinic;
- Redeploying Firefighter/Paramedics to two hospitals to assist with critical COVID-19 patient care during the height of the pandemic;
- Coordinating a Citywide Strategic Communications Team to provide multi-layered pandemic response information to the public, including extensive multilingual outreach in Spanish, Chinese, and Russian;
- Creating the Mountain View Resiliency Roundtable made up of over 40 community leaders and stakeholders to collaborate on how to move forward together as a community;
- Approving equitable rent adjustments on various City leases to accommodate financial hardships to tenants caused by COVID-19;
- Redeploying City staff to help nonprofit community organizations with food distribution efforts and translation services;
- Adopting an action plan to support youth mental health and wellness;
- Creating a small-business call center where employees called over 700 small businesses to provide resources and support;
- Adapting Recreation programming to virtual activities, including after-school programming, 5K/10K runs, holiday kits, and many other community programs;
- Converting City contracts to electronic review and approval;
- Developing an online reporting module for both non-Workers' Compensation and Workers' Compensation COVID-19 cases to enable faster reporting times;

- Implementing the Library “Grab and Go Holds” pickup program to provide access to Library materials during the pandemic;
- Launching an online Spanish language story time and a Spanish language parenting program;
- Adding new digital services and additional e-books to provide more electronic options for people to utilize the Library from anywhere;
- Revamping the Community Development permit center into both an outdoor and online permit center to respond to the closure of City Hall during the pandemic;
- Developing safe return-to-work plans for employees and facility reopening plans in line with state and local COVID-19 protocols;
- Holding regular employee Town Hall meetings to communicate to all employees about the latest COVID-19 updates and other City developments;
- Streamlining the telecommuting program and supporting over 400 employees working remotely and providing enhanced technology resources as part of that effort;
- Allocating over \$2 million toward the development and implementation of Elevate MV, the City’s Guaranteed Basic Income pilot program, to provide \$500 in monthly income to 166 low-income residents with children;
- Contributing \$1.8 million and working in partnership with the Mountain View Solidarity Fund and Los Altos Mountain View Community Foundation to disburse one-time flexible financial assistance to extremely low-income residents;
- Providing over \$4 million in funding for rent relief and other direct assistance to low-income residents through the Community Services Agency, establishing one of the largest local rent-relief programs in the Bay Area;
- Creating the City’s first Human Services Division operating in the City Manager’s Office and funded through a staff reduction in the Police Department;
- Securing \$16.6 million in Homekey funding from the state to redevelop the Crestview Hotel into permanent affordable housing with 67 units in partnership with the County;
- Operating three 24/7 safe parking lots with capacity for more than 101 vehicles to park to assist unstably housed residents, the largest program in the County;

- Providing extensive, hands-on, ongoing outreach to vulnerable populations to connect them with pandemic relief resources;
- Launching *The Briefing* e-newsletter weekly to inform the community about the latest COVID-19 updates and, building upon that effort, launching the *City Hall Connection* e-newsletter to include updates about City events and projects;
- Providing essential services for unhoused and unstably housed residents;
- Conducting ongoing housing help center/eviction prevention clinics facilitating access to rent relief and legal services;
- Developing a Mobile Home Rent Stabilization Ordinance and updating the Tenant Relocation Assistance Ordinance to provide protections to mobile home tenants;
- Implementing a utility bill relief program for residential and small business customers experiencing economic impacts due to the COVID-19 pandemic;
- Securing over \$1 million through the federal Shuttered Venue Operators Grant to reimburse the Center for the Performing Arts staff expenses and offset revenue losses due to COVID-19;
- Supporting COVID-19 testing at the Mountain View Community Center and Mountain View Center for the Performing Arts in conjunction with the County and a drive-through testing site at Shoreline Athletic Fields with Planned Parenthood;
- Supporting the County's first mass COVID-19 vaccination clinic site at the Community Center, taking just one week to open, to provide vaccinations to the public, including booster shots and vaccinations for youth, with 137,561 vaccinations completed from January 22, 2021 through April 30, 2022 and over 62,000 completed in Fiscal Year 2021-22;
- Operating the Fire Department's COVID-19 mobile vaccination program in coordination with the Santa Clara County Public Health Department, administering vaccinations and booster shots to elderly and homebound Mountain View residents;
- Providing robust internal communication and recognition efforts to keep employees informed and engaged, highlighting employee and team accomplishment, wellness resources, employee events, and COVID-19 protocols;
- Developing the Castro StrEATs program to close downtown Castro Street to vehicles in support of COVID-19 recovery for downtown restaurants and businesses, safe pedestrian access, and physical distancing;

- Implementing an enterprise scheduling application for departments to manage appointments with the community;
- Deploying an online appointment scheduling system for Building, Fire, Planning, and Police; and
- Upgrading the Council Chambers to enable “hybrid” (in-person and remote) Council meetings.