

		EXHIBIT C		
Implementation Action Plan FY 2015-2016 City of Burlingame Goals, Strategies and Tasks		Dept	Time Range*	Action Taken 2014? **
GOAL I - Ensure that Burlingame is an attractive, safe and resilient residential community that honors its history and community character				
A. Prepare for large and small emergencies				
	1. Continue to train City staff on Emergency Operations Center procedures and participate in drills	FD	Ongoing	Yes
	2. Partner with all schools for emergency preparedness, including lockdown drills, intruder on campus, and evacuation plans	FD, PD	Ongoing	Yes
	3. Continue monitoring and reporting to PG&E on power reliability and engaging PG&E on the issue of safety of underground pipes	CM, PW	Ongoing	Yes
	4. Promote community resilience, safe communities and disaster preparedness by coordinating with other regional agencies and community networks	FD, PD	Ongoing	
	5. Consult regional health and emergency operations experts to determine if there is a regional need for a helipad at Mills Peninsula Hospital	FD, CA	Short	
	6. Facilitate the creation of neighborhood groups that communicate with each other and the City and promote access to City emergency preparedness training	CM, FD, PR	Ongoing	Yes
B. Create and implement an active code enforcement program				
	1. Research and report back to the City Council on the financial and staff resources required to implement a graffiti abatement program	CA, CM, PD	Short	
	2. Update the City's sign ordinance, e.g. lawn signs	CA, CD	Short	
C. Make El Camino Real safer and more attractive				
	1. Continue to encourage Caltrans' efforts to develop and implement a plan for trees along El Camino Real	CM, PW, PR	Mid	Yes
	2. Research and report back to the City Council on the possibility of undergrounding utilities along El Camino Real (requires coordination with Caltrans and utilities; may negatively affect historic trees)	CM, PW, PR	Mid	
	3. Work with Caltrans on structural and legal issues concerning El Camino Real	CA, CM, PW, PR	Mid	Yes
	4. Convene a study session to discuss and develop a short-term and long-term El Camino Real strategy on street safety, trees, sidewalks and storm drains while preserving its historic character. Key topics to include: (a) establishment of a task force; (b) establishment of a fund to test, remove and replant unhealthy or unsafe trees; (c) best ways to engage Caltrans; and, (d) understanding risks to the City for assuming additional responsibility along El Camino Real	CA, CM, PW, PR	Mid	Yes
D. Raise awareness of Burlingame's history and culture through programs and outreach				
	1. Include more historical information on the City's website	CD	Short	
	2. Work with the Historical Society to create a beautification award for best restoration project both residential and commercial	CD	Short	
	3. Support the LIB and Historical Society partnership that videotapes longtime residents for inclusion in the library kiosk, which the public can access	LIB	Ongoing	Yes
	4. Implement the Eureka! Pop-Up Podcast project designed to document the diversity of the community through first-hand stories	LIB	Ongoing	
	5. Coordinate with the Historical Society to create a voluntary standardized historic plaque program-paid for by building/homeowner	CD	Mid	
	6. Support Heritage Tourism through the San Mateo County Silicon Valley Convention and Visitors Bureau (SMCVCB)	CD	Mid	
	7. Participate in National Trust's Main Street program that provides grants for facade/building improvements	CD	Mid	

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	8. Provide information kiosks with downtown historic properties delineated on a map (already on Google Earth)	CD	Mid	
	9. Work with Caltrans to have directional freeway signage installed pointing the public to "Old Town" Burlingame Historic District or "Visit Burlingame's Historic Auto Row"	CA, CD	Mid	
E. Make Burlingame more attractive and bike and pedestrian friendly				
	1. Coordinate with the Burlingame Bicycle Pedestrian Advisory Committee (BPAC) and TSPC to obtain input regarding the implementation of the City's bicycle plan	PW	Ongoing	Yes
	2. Expand bicycle parking in front of the Library and add a bike "fix-it" station	LIB	Short	
	3. Undertake a Project Study Report (PSR) to explore the feasibility of a protected bike lane along California Drive between the Millbrae BART Station and Broadway. The PSR should identify any grants or alternative funding sources	PW	Short	
	4. Provide an update to the City Council regarding ongoing maintenance efforts related to the upkeep of the Burlingame Ave streetscape	PW	Short	
	5. Develop a landscaping program for Burlingame Ave in 2015 before the contractor turns the project over to City staff	PR	Short	
	6. Prepare recommendations on how to make Bayshore Blvd and other Bayfront streets more attractive, including the addition of trees	CD, PR, PW	Mid	
	7. Make efforts to improve the Bay Trail	CA, CD, PW	Mid	Yes
F. Explore options for increasing public art in Burlingame				
	1. Develop a public art policy for the City Council's consideration	CD	Short	
G. Develop policies to enhance the quality of life in the city				
	1. Strengthen partnerships with local arts organizations, including Kohl Mansion and the Peninsula Art Museum	PR, CM	Short	
	2. Develop revisions to the City's noise ordinance and the City's construction hour restrictions to help ensure quieter streets	CA, CD	Short	
	3. Explore requiring performance bonds for construction projects to guarantee completion	CA, CD	Short	
	4. Expand community building opportunities, e.g. Sunday Streets	PR	Ongoing	
I. Promote more diverse housing in the City				
	1. Review and revise, as necessary, zoning and design guidelines to ensure a variety of housing types	CD	Mid	
	2. Explore policy and regulatory options that will promote the development of a variety of housing types that will be affordable to targeted populations such as seniors, teachers, workers, etc	CD, CM	Long	
GOAL II - Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies				
A. Develop a plan for addressing unfunded liabilities				
	1. Explore ways to further limit employee and retiree medical costs	HR	Ongoing	Yes

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B. Institute cost-control measures and recover more costs				
	1. Review general and employer liability self-insurance programs to limit the City's exposure to loss in a cost-effective manner	CA, FIN	Short	Yes
	2. Examine the possibility of reducing certain administrative costs (office supplies, copier contracts, overnight services) through exclusive or regional service provider agreements	FIN	Ongoing	Yes
	3. Update the City's Cost Allocation Plan to inform the establishment of fees for all City services; begin development of Cost Recovery Policy	FIN	Short	Yes
	4. Review workers' compensation program and procedures to identify opportunities for cost reductions and more timely case management	HR	Ongoing	Yes
	5. Establish fees for all discretionary programs to more fully recover full costs of providing programs	FIN, PR	Ongoing	Yes
C. Prioritize capital improvement projects				
	1. Prepare a 5-year CIP schedule	FIN, PW	Ongoing	Yes
D. Put in place financial safeguards and controls				
	1. Update purchasing policies and provide a systematic roll-out of new procedures to all departments	CA, CM, FIN	Short	
E. Continue to explore shared services, partnerships, and contracting in an effort to reduce costs, increase revenue, and improve services				
	1. Explore options and/or partnerships for special events and specific program areas	PR	Ongoing	Yes
	2. Work with San Mateo County Convention & Visitors Bureau to bring events to Burlingame that contribute to Transient Occupancy and Sales Tax revenue	CD, PR	Ongoing	Yes
F. Explore options for expanding revenues				
	1. Explore potential policy and/or regulatory options that promote the redevelopment and/or renovation of commercial properties	CD	Mid	
	2. Increase the number of public, state and federal grant opportunities applied for by 25% to augment the Library budget	LIB	Mid	
GOAL III - Enhance and promote Burlingame's downtown and commercial sectors				
A. Establish a comprehensive and improved sign program				
	1. Craft amendments to the sign ordinance to improve visibility for the hotels, automobile dealerships, and the business districts	CD, CA	Short	
	2. Analyze options for enhancing gateway signage at the City's entrances	CD, PW	Ongoing	Yes
B. Explore other possible uses for Rollins Road, North Burlingame, and Bayfront areas				
	1. Evaluate and draft potential amendments to the zoning regulations within the Inner Bayshore (IB) zoning district to provide greater opportunities for uses that serve as amenities for hotel users, and to provide for health service uses within the district, subject to availability of required parking	CD	Mid	
	2. Review the Bayfront Specific Plan and make revisions to reflect the City's realities and priorities	CD	Mid	

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C. Address Downtown parking needs				
	1. Present the findings of the Parking Structure Location study to the City Council and obtain direction	CM, PW	Ongoing	Yes
	2. Work with TSPC to explore options regarding incentivizing employee parking in outer City parking lots Explore options to increase the use of parking lots located out of the core Downtown area, including the use of incentives to promote employee parking in these lots	PW	Ongoing	Yes
D. Promote vitality of the Downtown and Broadway commercial districts and the Bayfront				
	1. Negotiate agreements with identified developer of Lots F and N	CA, CD, CM	Ongoing	Yes
	2. Negotiate agreements with potential developer for Lot E that reflect the City's desire for a mix of housing, retail, and open space downtown	CA, CD, CM	Ongoing	Yes
	3. Develop options for working with ATT to enhance the first floor of the company's building on the 1400 block on Burlingame Avenue	CD	Ongoing	Yes
	4. Analyze costs and benefits of different options for expanding broadband access to downtown Burlingame	PW, FIN	Mid	
	5. Conduct a shuttle demand study to determine the current and projected demand, infrastructure needs, service plans, frequency and associated costs to run a shuttle program; present the study findings to the City Council to obtain direction regarding implementation	PW	Short	
E. Promote opportunities for development in the vicinity of Mills-Peninsula Hospital that support and complement services provided by the Peninsula Health Care District				
	1. Work closely with the Peninsula Health Care District to support development of the old hospital site that meets the needs of the community	CD, CM, PR	Ongoing	Yes
	2. Undertake amendments to the Municipal Code that will provide for "health service" uses within the El Camino North (ECN) zoning district without the requirement that such uses be limited to mixed-use developments	CA, CD	Short	
F. Continue efforts to attract and retain businesses				
	1. Meet periodically with business sector representatives and the City Council's Economic Development subcommittee to check-in with the representatives to see how the City is doing and make adjustments as warranted	CD	Ongoing	Yes
	2. Provide support to new businesses as they navigate the Planning and Building permitting process	CD	Ongoing	Yes
	3. Provide at least four small business classes through partnerships with the Small Business Administration, Phase2Career, and Renaissance Entrepreneurship Center	LIB	Short	
G. Revisit economic development priorities and program				
	1. Conduct an Economic Development strategic planning session to identify goals and objectives for the City's program and revise the program per the City Council's direction	CD	Short	
	2. Publish economic development materials, such as business brochures, in Spanish and Chinese	CD	Short	

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GOAL IV - Maintain and enhance Burlingame's high quality services that meet the needs of the community				
A. Attract and retain good staff				
	1. Provide leadership, management, and supervisory training opportunities for City management and supervisory employees, including lead employees	HR	Ongoing	Yes
	2. Develop succession planning and cross-training to prepare staff to compete for future opportunities	HR	Ongoing	Yes
	3. Explore options for relocation of, or renovations to City Hall	CM, PW, CD, FIN	Mid	
	4. Create a formal Library interdepartmental cross-training program for staff development and reduction of job stress	LIB	Short	
B. Develop new agreement with San Mateo Union High School District (SMUHSD) for the Burlingame Aquatic Center				
	1. Negotiate a new agreement and bring it to the City Council for approval	CA, CM, PR	Ongoing	Yes
	2. Continue working with the Burlingame Aquatics Club on their assumption of program and facility functions at the Burlingame Aquatics Center and coordination with the SMUHSD	CA, CM, PR	Ongoing	Yes
C. Expand and improve City playing fields and parks				
	1. Develop options for a dedicated dog park west of Highway 101	PR	Ongoing	Yes
	2. Improve the existing Bayside Dog Park	PR, PW	Ongoing	Yes
	3. Explore options for the use of State lands for open space and seek funding to make it happen	CA, PR	Ongoing	Yes
	4. Continue to make improvements at Mills Canyon through dead oak remediation, upper or lower trail maintenance, acacia removal and fire breaks, as needed.	PR	Ongoing	
D. Maintain positive relationships with all schools serving City students				
	1. Continue working with the Burlingame School District on improving the after-school enrichment offerings at the five elementary schools and with the BSD School Board to create a stronger partnership with the after school sports program	PR	Ongoing	Yes
	2. Continue working with the Burlingame School District on improving participation in the Library's Kindergarten card drive, class visits, Poetry Month and the Summer Reading Program	LIB	Ongoing	Yes
	3. Expand the Summer Reading program for children, teens and adults and end two weeks later to increase participation; add extra science programming and Library/school collaboration through finisher recognition at the local schools	LIB	Short	
E. Look for efficiencies, reduce duplication while maintaining quality Fire and Police services				
	1. Continue to explore the feasibility of bringing the San Bruno Fire Department into the CCFD JPA	CM, FD	Ongoing	Yes
	2. Manage the Burlingame-developed countywide Saturation Traffic Enforcement Program (STEP)	PD	Ongoing	Yes
F. Explore technology to enhance efficiency and communications				
	1. Explore web-based payment solutions for City utility accounts, business licenses, alarm permits, and other City payments where practical and cost effective for the City and the customer	FIN, CA	Ongoing	Yes

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	2. Analyze information technology needs and compare service delivery options	FIN	Ongoing	
	3. Explore Indoor Google maps to improve wayfinding in the library	LIB	Short	
	4. Explore iPad and applications such as Square for financial transactions	LIB	Short	
G. Develop better ways to communicate and engage with all residents				
	1. Expand the Burlingame television station as a source of community information	CC, CM	Short	
	2. Expand e-newsletter subscriptions and the use of social media, including Nextdoor, Nixle, SMCAAlert, Rapid Notify, Facebook, Twitter, Instagram, NextReads and/or other new technology and software, as appropriate	CA, CC, CM, PR, PD, LIB	Ongoing	Yes
	3. Connect residents and business owners with information and opportunities available through improved public outreach tools: website, customer relationship management (CRM), newsletter and traditional media	CM	Short	
	4. Explore the cost and feasibility of taping and streaming additional public meetings and prepare a recommendation for the City Council	CC, CM	Ongoing	Yes
	5. Communicate better with residents who rent and may not receive water bill mailings, etc that go to landlords	All	Ongoing	
	6. Explore proprietary demographic software to seek out residents not using or underutilizing the Library's services with a focus on the City's minority population	LIB	Short	
	7. Work with Library Board of Trustees to increase number of diverse/multicultural resources and programming	LIB	Short	
	8. Expand the children's world language collections to increase book materials in Spanish, Chinese, Japanese, Korean, Italian, and French	LIB	Short	
	9. Re-evaluate and implement new ways of providing computer and technology classes for seniors with new Tech/Media Lab	LIB	Short	
H. Make progress on Library Millennium project				
	1. Complete fundraising efforts to support the project	LIB	Short	Yes
GOAL V - Strive to promote more environmentally sustainable policies and outcomes				
A. Make progress on Climate Action Plan				
	1. Continue to move forward with implementation of policies in the adopted Climate Action Plan for the 2012-2020 time period	CD, CM	Ongoing	Yes
	2. Present an annual report to the Planning Commission and City Council that includes a discussion of state regulations regarding greenhouse gas emissions and the impacts of these regulations upon development	CD, CM	Short	
B. Make City facilities, practices, and emissions more sustainable				
	1. Work with the California Energy Commission on energy audit for the City's facilities and explore options to make the City more energy efficient	CM, PW	Ongoing	Yes
	2. Present options to the City Council for approval to move forward	CM, PW	Short	
	3. Explore and recommend options to enhance energy efficiency in existing buildings	CM, CD	Mid	
	4. Explore and recommend options to enhance green building practices in new buildings and renovations	CM, CD	Mid	

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	5. Increase the use of renewable energy in Burlingame; participate in San Mateo's Community Choice Aggregation Study, PACE programs, and the Peninsula Sunshares campaign	CM	Ongoing	
	6. Explore and recommend options on how to improve water conservation	CM, PW	Mid	
	7. Schedule PG&E presentation to Council on power reliability and the safety of underground pipelines	CM	Short	
C. Establish Burlingame as a green and clean business mecca				
	1. Work with the Chamber of Commerce to encourage promotion of Burlingame as a great place for "green" businesses to locate	CD, CM	Short	
	2. Create a City webpage that provides resources for businesses to be more sustainable, promotes existing green businesses and presents the City as an attractive location for green businesses	CD, CM	Mid	
	3. Work with the Chamber of Commerce and existing businesses to reduce greenhouse gas emissions	CD, CM	Ongoing	
	4. Work with the City's Sustainability Coordinator to organize the "green business" component of Small Business classes provided by Phase2Careers	LIB	Short	
	5. Continue working with the Citizens Environmental Council to provide timely and relevant environmental lectures and movies to the community	LIB	Ongoing	
D. Understand the threat of sea level rise on the City				
	1. Include discussion on sea level rise in annual climate change report; follow the County's sea level rise study	CM	Short	
E. Enhance recycling efforts				
	1. Promote greater hotel recycling	CM, FIN	Ongoing	Yes
	2. Expand composting in the City by multi-family homes and businesses, especially hotels	CM	Ongoing	

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