

Final FY 2013-2015 Goals - Implementation Action Plan

Short-Term Projects

Goal/Strategies/Tasks	Department	Timeframe
I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character		
<i>A. Prepare for large and small emergencies</i>		
1. Work with the Burlingame Neighborhood Network to determine how City departments can assist in promoting a safe community	All	Short-term
2. Work collaboratively with the City of Palo Alto and other partner cities on the Peninsula to identify best practices for preparing neighborhood groups for emergencies and connect them with local governments during emergency response	Fire	Short-term
<i>B. Create and implement an active code enforcement program</i>		
1. Research and report back to the City Council on the financial and staff resources required to implement a graffiti abatement program	CA, CM, Police	Short-term
<i>C. Raise awareness of Burlingame's history through programs and outreach</i>		
1. Create amendments to the Municipal Code intended to implement the "historic resources" policies contained within the "Burlingame Downtown Specific Plan" through creation of a voluntary local historic resource preservation program that provides incentives for property owners to preserve historic properties	CA, CD	Short-term
2. Implement/adopt the Mills Act Program/Federal Tax Credits for restoration	CA, CD	Short-term
3. Include more historical information on the City's website	CD	Short-term
4. Work with the Historical Society to create a Beautification award for best restoration project both residential and commercial	CD	Short-term
<i>D. Make Burlingame more bike friendly</i>		
1. Expand bicycle parking in front of the Library	Library	Short-term
<i>E. Make the Bayshore area more pedestrian-friendly and attractive</i>		
1. Prepare recommendations on how to make Bayshore Blvd and other Bayfront streets more attractive, including the addition of trees	CD, PR, PW,	Short-term
2. Make efforts to improve the Bay Trail	CA, CD, PW	Short-term
<i>F. Develop policies to enhance the quality of life in the city</i>		
1. Develop revisions to the City's noise ordinance and the City's construction hour restrictions to help ensure quieter streets	CA, CD	Short-term
2. Explore requiring performance bonds for construction projects to guarantee completion	CA, CD	Short-term

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II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies		
<i>A. Develop a plan for addressing unfunded liabilities</i>		
1. Explore ways to further limit employee and retiree medical costs	HR	Short-term
<i>B. Institute cost-control measures and recover more costs</i>		
1. Examine the possibility of reducing certain administrative costs (office supplies, copier contracts, overnight services) through exclusive or regional service provider agreements	Finance	Short-term
2. Update City's Cost Allocation Plan to inform the establishment of fees for all City Services; begin development of Cost Recovery Policy	Finance	Short-term
<i>C. Prioritize capital improvement projects</i>		
1. Study the current and anticipated capital improvements needs for the City, develop criteria for prioritization, and present plan to the City Council	CM, Finance, PW	Short-term
2. Prepare 5-year CIP schedule	Finance, PW	Short-term
<i>D. Put in place financial safeguards and controls</i>		
1. Update purchasing policies and provide a systematic roll-out of new procedures to all departments	CA, Finance	Short-term
<i>E. Continue to explore shared services, partnerships, and contracting in an effort to reduce costs, increase revenue, and improve services</i>		
1. Explore options and/or partnerships for special events and specific program areas	PR	Short-term
2. Work with San Mateo County Convention & Visitors Bureau to bring events to Burlingame that contribute Transient Occupancy and Sales Tax revenue	CD, PR	Short-term
<i>F. Explore options for expanding revenues</i>		
1. Conduct an analysis of revenue sources (SWOT-type of review)	Finance	Short-term
<i>G. Develop a policy for reserves that addresses how much to reserve and for which events</i>		
1. Conduct research into options, including a review of other cities' practices	Finance	Short-term
2. Prepare policy for Council's review and adoption	Finance	Short-term

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III. Enhance and promote Burlingame’s downtown and commercial sectors		
<i>A. Establish a comprehensive and improved sign program</i>		
1. Craft amendments to the sign ordinance to improve visibility for the hotels, automobile dealerships, and the business districts	CD, CA	Short-term
2. Analyze options for enhancing gateway signage at the City’s entrances	CD, PW	Short-term
<i>B. Address Downtown parking needs</i>		
1. Present the findings of the Parking Structure Location study to the City Council and obtain direction	CM, PW	Short-term
2. 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	Short-term
<i>C. Promote vitality of the Downtown and Broadway commercial districts</i>		
1. Negotiate agreements with identified developer of Lots F and N	CA, CD, CM	Short-term
2. Negotiate agreements with identified developer for Lot E that reflect the City’s desire for a mix of housing, retail, and open space downtown	CA, CD, CM	Short-term
3. Work with ATT to enhance the first floor of the company’s building on the 1400 block on Burlingame Avenue	CD, CM	Short-term
4. Conduct a “Broadway Summit” to explore ways to promote the vitality of the Broadway commercial district	CD, CM	Short-term
<i>D. Promote opportunities for development in the vicinity of Mills-Peninsula Hospital that support and complement services provided by the Peninsula Health Care District</i>		
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	Short-term
<i>E. Continue efforts to attract and retain businesses</i>		
1. Support efforts to find a tenant for the Burlingame Point Project	CD	Short-term
<i>F. Undertake a comprehensive update to the General Plan</i>		
1. Explore funding sources for update	CD, CM, Finance	Short-term
<i>G. Revisit economic development priorities and program</i>		
1. Conduct an Economic Development strategic planning session to identify goals and objectives for the City’s program	CD, CM	Short-term
2. Revise program per direction from Council	CD, CM	Short-term

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Goal/Strategies/Tasks	Department	Timeframe
IV. Maintain and enhance Burlingame’s high quality services that meet the needs of the community		
<i>A. Attract and retain good staff</i>		
1. Re-evaluate/revise employee performance review process	HR	Short-term
<i>B. Continue efforts to improve or replace the Rec Center</i>		
1. Update the existing Master Plan for the Recreation Center	PR	Short-term
<i>C. Develop new agreement with SMUHSD for the Burlingame Aquatic Center</i>		
1. Negotiate a new agreement and bring it to the City Council for approval	CA, CM, PR	Short-term
<i>D. Expand and improve City playing fields and parks</i>		
1. Develop options for a dedicated dog park west of Highway 101	PR	Short-term
2. Improve the existing Bayside Dog Park	PR, PW	Short-term
<i>E. Look for efficiencies, reduce duplication while maintaining quality Fire and Police services</i>		
1. Continue to explore the feasibility of bringing the Millbrae and San Bruno Fire Departments into the CCFD JPA	CA, CM, Fire	Short-term
<i>F. Explore technology to enhance efficiency and communications</i>		
1. Install and implement agenda management software	CC, CM	Short-term
2. Explore the cost and feasibility of taping and streaming additional public meetings	CC, CM	Short-term
3. Explore Indoor Google maps to improve way-finding in the library	Library	Short-term
4. Explore iPad and applications such as Square for financial transactions	Library	Short-term
<i>G. Communicate better with residents</i>		
1. Expand the Burlingame television station as a source of community information	CC,CM	Short-term
2. Expand the use of social media, including Nextdoor,Nixle, SMCAAlert, Rapid Notify, Facebook and Twitter	CA, CC, CM, PR, Police	Short-term
<i>H. Make progress on Library Millennium project</i>		
1. Send entire project out to bid	Library	Short-term
2. Begin construction of project	Library	Short-term
3. Complete fundraising efforts to support the project	Library	Short-term
V. Strive to promote more environmentally sustainable policies and outcomes	Department	Timeframe
<i>A. Make City facilities, practices, and emissions more sustainable</i>		
1. Work with PG&E and other entities to explore options for making the City more energy efficient	CM, PW	Short-term
2. Present options to the City Council for approval to move forward	CM, PW	Short-term
<i>B. Establish Burlingame as a green and clean business mecca</i>		
1. Work with the Chamber of Commerce to encourage promotion of Burlingame as a great place for “green” businesses to locate	CD	Short-term
<i>C. Explore possibility of expanding staff capacity to address CAP</i>		
1. Identify a potential funding source for a full-time, dedicated Sustainability Coordinator to help implement the Climate Action Plan	CD, CM, Finance	Short-term

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Mid- and Long-Term Projects

Goal/Strategies/Tasks	Department	Timeframe
I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character		
<i>C. Raise awareness of Burlingame’s history through programs and outreach</i>		
1. Coordinate with the Historical Society to create a voluntary standardized historic plaque program-paid for by building/homeowner	CD	Mid-term
2. Support Heritage Tourism through the SMCVCB	CD	Mid-term
3. Participate in National Trust’s Main Street program that provides grants for facade/building improvements	CD	Mid-term
4. Provide information kiosks with Downtown historic properties delineated on a map (already on Google Earth)	CD	Mid-term
5. Work with Caltrans to have directional freeway signage installed pointing people to “Old Town” Burlingame Historic District or “Visit Burlingame’s Historic Auto Row”	CA, CD	Mid-term
<i>D. Make Burlingame more bike friendly</i>		
1. Explore issues related to the creation of a protected bike lane between Millbrae BART and Burlingame train stations	PW	Long-term
<i>F. Develop policies to enhance the quality of life in the city</i>		
1. Strengthen partnerships with local arts organizations, including Kohl Mansion and the Peninsula Art Museum	CM, PR	Mid-term
2. Explore conducting a community conversation about whether to limit the number of cars parked on residential streets	CM, Police, PW	Mid-term
<i>G. Promote more diverse housing in the city</i>		
1. Review and revise as necessary zoning and design guidelines to ensure a variety of housing types (e.g., strengthening inclusionary housing requirements, limitation of unit sizes, etc.)	CD	Mid-term
<i>H. Explore options for increasing public art in Burlingame</i>		
1. Create amendments to the Municipal Code intended to implement the “public art” policies contained within the “Burlingame Downtown Specific Plan”	CA, CD	Mid-term
<i>I. Make El Camino More Attractive</i>		
1. Continue to encourage Caltrans’ efforts to develop and implement a plan for trees along El Camino Real	CM, PW, PR	Mid-term
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-term
3. Work with Caltrans on structural and legal issues concerning El Camino Real	CA, CM, PW, PR	Mid-term

Note: The Plan is multi-year. The first section of the Plan includes only short-term projects. The second part of the Plan includes only mid- and long-term projects. The lettering follows the first part of the plan. For example, for Goal I, Strategies A, B, and E are only in the short-term section of the Plan, whereas Strategies C, D, F are in both sections.

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II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies		
<i>B. Institute cost-control measures and recover more costs</i>		
1. Review workers' compensation program and procedures to identify opportunities for cost reductions and more timely case management	HR	Mid-term
2. Establish fees for all discretionary programs to more fully recover full costs of providing programs	Finance, PR	Mid-term
<i>F. Explore options for expanding revenues</i>		
1. Study incentives to promote turnover of commercial property	CD	Mid-term
III. Enhance and promote Burlingame's downtown and commercial sectors		
<i>C. Promote vitality of the Downtown and Broadway commercial districts</i>		
1. Analyze costs and benefits of different options for expanding broadband access to downtown Burlingame	Finance, PW	Mid-term
<i>D. Promote opportunities for development in the vicinity of Mills-Peninsula Hospital that support and complement services provided by the Peninsula Health Care District</i>		
1. 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	Mid-term
<i>H. Explore other possible uses for Rollins Road, North Burlingame, and Bayfront areas</i>		
1. Evaluate and draft potential amendments to the zoning regulations for the Rollins Road (RR) zoning district that could provide the opportunity for large-scale retail uses that would not compete with businesses in the primary commercial districts (e.g., Downtown and Broadway)	CD	Mid-term
2. 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-term
3. Review the Bayfront Specific Plan and make revisions to reflect City realities and priorities	CD	Mid-term

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Goal/Strategies/Tasks	Department	Timeframe
IV. Maintain and enhance Burlingame’s high quality services that meet the needs of the community		
<i>A. Attract and retain good staff</i>		
1. Develop succession planning and cross-training to prepare staff to compete for future opportunities	HR	Mid-term
<i>D. Expand and improve City playing fields and parks</i>		
1. Explore options for the use of State lands for open space and seek funding to make it happen	CA, PR	Mid-term
<i>F. Explore technology to enhance efficiency and communications</i>		
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	Finance, CA	Mid-term
2. Analyze information technology needs and compare service delivery options	Finance	Mid-term
3. Implement a mobile app, Boopsie, to improve Library patrons’ online experience including e-books	Library	Mid-term
<i>G. Communicate better with residents</i>		
1. Help facilitate the creation of neighborhood groups that communicate with each other and the City and promote access to City emergency preparedness training	CM, Fire, PR	Mid-term
V. Strive to promote more environmentally sustainable policies and outcomes		
<i>B. Establish Burlingame as a green and clean business mecca</i>		
1. Create a page on the City’s website that promotes the City as an attractive location for “green” businesses and that identifies green businesses located in the city	CD	Mid-term
<i>D. Make progress on Climate Action Plan</i>		
1. Continue to move forward with implementation of policies in the adopted Climate Action Plan for the 2012-2020 time period	CD	Mid-term
2. Prepare a report to the Planning Commission and City Council that explores and discusses State regulations regarding greenhouse gas emissions and the impacts of these regulations upon development	CD	Mid-term
<i>E. Understand the threat of sea level rise on the City</i>		
1. Prepare a report on which local, regional and State agencies have jurisdiction on this issue	CM	Mid-term
<i>F. Expand electric vehicle charging stations in the City and map them</i>		
1. Develop policy options for locating and funding electric vehicle charging stations	PW	Mid-term
<i>G. Enhance recycling efforts</i>		
1. Promote greater hotel recycling	CD	Mid-term
<i>H. Expand shuttle use in the city</i>		
1. Perform Shuttle Demand Study to determine needs and feasibility	PW	Mid-term