

		EXHIBIT B		
Implementation Action Plan FY 2016-2017 City of Burlingame Goals, Strategies and Tasks		Dept.(s)	Anticipated Completion Date	Action Taken 2016?
GOAL I - Ensure that Burlingame is an attractive, safe and resilient residential community that honors its history and community character				
<i>A. Prepare for large and small emergencies</i>				
	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	Yes
	5. 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
<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, PD	4/2016	yes
	2. Conduct a comprehensive review of the City's sign ordinance and make changes necessary to address legal weaknesses and community interests.	CA, CD	12/2017	
<i>C. Make El Camino Real safer and more attractive</i>				
	1. Work with Caltrans and stakeholder task force to develop a vision for El Camino Real that preserves and enhances its functionality, character, beauty and safety. Continue to encourage Caltrans' efforts to develop and implement a plan for trees along El Camino Real.	CM, PW, PR	2/2018	Yes
	2. Research and report back to the City Council on the possibility of undergrounding utilities along El Camino Real.	CM, PW, PR	9/2017	Yes
	3. Work with Caltrans on structural and legal issues concerning El Camino Real.	CA, CM, PW, PR	2/2018	Yes
<i>D. Raise awareness of Burlingame's history and culture through programs and outreach</i>				
	1. Include more historical information on the City's website.	CD	4/2017	
	2. Work with the Historical Society to create a beautification award for best residential and commercial restoration projects.	CD	4/2016	
	3. Support the Library and Historical Society partnership that videotapes longtime residents for inclusion in the library kiosk, which the public can access.	LIB	Ongoing	Yes
	4. Coordinate with the Historical Society to create a voluntary standardized historic plaque program paid for by building/homeowner.	CD	12/2017	
	5. Support Heritage Tourism through the San Mateo County Silicon Valley Convention and Visitors Bureau (SMCVCB).	CD	4/2017	
	6. Explore participation in National Trust's Main Street program that provides grants for facade/building improvements.	CD	12/2017	
	7. Provide information kiosks with downtown historic properties delineated on a map (already on Google Earth).	CD	12/2017	

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<i>E. Make Burlingame safer for bikes and pedestrians</i>				
	1. Coordinate with the Burlingame Bicycle Pedestrian Advisory Committee (BPAC) and Traffic, Safety and Parking Commission (TSPC) to obtain input regarding the implementation of the City's bicycle and pedestrian safety improvements.	PW	Ongoing	Yes
	2. 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	12/2016	Yes
	3. Initiate efforts to develop a plan to improve the Bay Trail.	CA, CD, PW	2/2018	
	4. Ensure continued integration with California's Complete Streets Program to provide safe mobility for all users, including bicyclists, pedestrians, transit vehicles, and motorists.	PW	Ongoing	
<i>F. Explore options for making Burlingame more attractive and increasing public art</i>				
	1. Develop a public art policy for the City Council's consideration.	CD	4/2017	
	2. Prepare recommendations on how to make Bayshore Blvd and other Bayfront streets more attractive, including the addition of trees. (This may be undertaken after the completion of the General Plan Update.)	CD, PR, PW	12/2017	
	3. Develop and adopt a tree ordinance (Study Session on April 4, 2016; ordinance to follow).	CA, PR	12/2016	
<i>G. 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 enhance peace and quiet in the City's neighborhoods.	CA, CD	4/2017	
	2. Explore requiring performance bonds for construction projects to guarantee completion.	CA, CD	4/2017	
	3. Expand community building opportunities, e.g. Sunday Streets.	PR	Ongoing	Yes
	4. Work with elected officials, Caltrain and City staff to investigate options for mitigating train noise.	PW	Ongoing	
<i>H. Promote more diverse housing in the City</i>				
	1. Review and revise, as necessary, zoning and design guidelines to ensure a variety of architectural styles in residential neighborhoods.	CD	12/2017	
	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	12/2017	
GOAL 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 manage employee/retiree medical costs and associated long-term liabilities.	HR	Ongoing	Yes
<i>B. Institute cost-control measures and recover more costs</i>				
	1. Review general and employer liability self-insurance programs to limit the City's exposure to loss in a cost-effective manner.	CA, FIN	Ongoing	Yes

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	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 a Cost Recovery Policy.	FIN	4/2016	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	10/2016	Yes
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, specific program areas, and projects.	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 encourage the redevelopment and/or renovation of underutilized commercial properties.	CD	12/2017	
	2. Continue to increase the number of public, state and federal grant opportunities applied for to augment the Library budget.	LIB	Ongoing	Yes
GOAL III - Enhance and promote Burlingame's downtown and commercial sectors				
A. Establish a comprehensive and improved sign program				
	1. Meet with local hotels, automobile dealerships, and the business districts to discuss their interests regarding signage for improved visibility.	CD	12/2017	
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	12/2017	
	2. Review the Bayfront Specific Plan and make revisions to reflect the current community vision for this area.	CD	12/2017	

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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	
	4. Increase awareness of the current downtown shuttle service among various community populations (e.g. seniors, youth, downtown business employees, etc.) through the use of City's social media outlets and more traditional forms of advertising (e.g. local newspapers)	PW, PR	1/2017	
	5. Apply for a grant to expand shuttle services to serve the employment centers; explore the feasibility of connecting it to the downtown areas and update the City Council.	PW	10/2016	Yes
	6. Explore the feasibility of extending shuttle service into residential areas.	PW	6/2018	
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	4/2017	
F. Continue efforts to attract and retain businesses				
	1. With the City Council's Economic Development Subcommittee, explore means of promoting and/or branding the various commercial sectors within the City to enhance their vitality.	CD	Ongoing	Yes
	2. Support 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	Ongoing	Yes
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	4/2017	Yes
	2. Publish economic development materials, such as business brochures, in Spanish and Chinese.	CD	4/2017	Yes

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GOAL IV - Maintain and enhance Burlingame's infrastructure and 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	6/2018	Yes
	4. Create a formal Library interdepartmental cross-training program for staff development and reduction of job stress.	LIB	7/2016	
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	9/2016	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	Yes
D. Maintain positive relationships with all schools serving City students				
	1. Coordinate with Burlingame School District staff to provide after school opportunities for students at the new Hoover Elementary School.	PR	Ongoing	
	2. Partner with the Burlingame School District to improve after-school enrichment and sports offerings at the elementary and middle schools.	PR	Ongoing	Yes
	3. Collaborate 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
	4. Partner with Mercy High School to provide recreational summer programming to benefit the wider community.	PR	Ongoing	Yes
	5. Work with the Peninsula Library System to present an enhanced and extended Summer Learning Program to help mitigate "summer slide" in youth literacy.	LIB	Ongoing	
E. Look for efficiencies, reduce duplication while maintaining quality Fire and Police services				
	1. Manage the Burlingame-developed countywide Saturation Traffic Enforcement Program (STEP).	PD	Ongoing	Yes

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<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.	FIN, CA	Ongoing	Yes
	2. Analyze information technology needs and compare service delivery options.	FIN	Ongoing	Yes
	3. Research and purchase software to facilitate sign-ups for new study rooms, meeting rooms and passport reservations at the Library.	LIB	7/2016	
<i>G. Develop better ways to communicate and engage with members of the community</i>				
	1. Strengthen community engagement with residents and business owners by improving both traditional and social media outreach and communication efforts.	CM, CC, PR, PD, LIB	Ongoing	Yes
	2. Improve marketing and enhance awareness of all of the City's communication channels and tools - print and social media.	CM	Ongoing	
	3. Determine the cost and feasibility of taping and streaming additional public meetings and prepare a recommendation for the City Council.	CC, CM	1/2017	
	4. 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	1/2017	Yes
	5. Work with Library Board of Trustees to increase number of diverse/multicultural resources and programming.	LIB	7/2017	
	6. Expand the children's world language collections to increase book materials in Spanish, Chinese, Japanese, Korean, Italian, and French.	LIB	Ongoing	Yes
	7. Re-evaluate and implement new ways of providing computer and technology classes for seniors with new Tech/Media Lab.	LIB	12/2016	
	8. Craft a new, three-year Library strategic plan to better target community needs and service areas.	LIB	1/2017	
	9. Increase the number of Burlingame and Hillsborough Library card-holders by 10% by the end of 2018 through targeted outreach.	LIB	12/2018	
GOAL V - Strive to promote more environmentally sustainable policies and outcomes				
<i>A. 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, 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	4/2017	
<i>B. Make City facilities, practices, and emissions more sustainable</i>				
	1. Identify and recommend options to enhance energy efficiency in existing buildings.	CM, CD	Ongoing	Yes
	2. Research and recommend options to enhance green building practices in new buildings and renovations.	CM, CD	12/2017	
	3. 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	Yes

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	4. Explore and recommend options on how to improve water conservation.	CM, PW	Ongoing	Yes
	5. Expand bicycle parking at the Library.	LIB	12/2016	Yes
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	Ongoing	Yes
	2. Partner with the Chamber of Commerce and existing businesses to reduce greenhouse gas emissions.	CD, CM	Ongoing	Yes
	3. Collaborate with the City's Sustainability Coordinator to organize the "green business" component of Small Business classes provided by Phase2Careers.	LIB	Ongoing	Yes
	4. Engage with the Citizens Environmental Council to provide timely and relevant environmental lectures and movies to the community.	LIB	Ongoing	Yes
D. Understand the threat of sea level rise on the City				
	1. Include discussion on sea level rise in annual climate change report	CM	12/2016	
	2. Follow the County's sea level rise study	CD	Ongoing	
E. Enhance recycling efforts				
	1. Promote greater hotel recycling.	CM, FIN	Ongoing	
	2. Expand composting in the City by multi-family homes and businesses, especially hotels.	CM, FIN	Ongoing	