

**OUR PLAN  
OUR FUTURE  
OUR BURBANK**



**A STRATEGIC 10-YEAR PLAN  
FOR THE CITY OF BURBANK  
2011-2021**

The great thing in the world is  
not so much where we stand as  
in what direction we are moving.

- *Oliver Wendell Holmes*



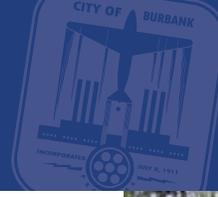
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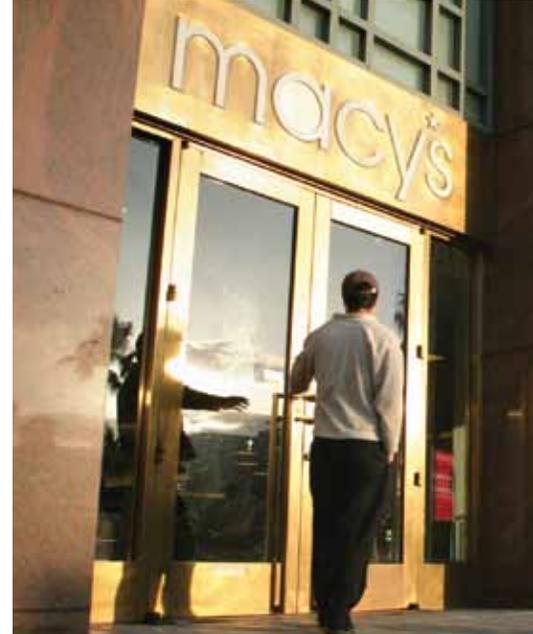
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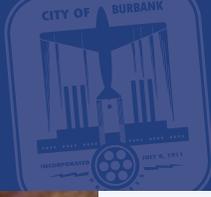
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## CITY OF BURBANK CITY COUNCIL



Left to Right: Council Member Dr. David Gordon; Vice Mayor Dave Golonski; Mayor Jess Talamantes; Council Member Emily Gabel-Luddy; Council Member Gary Bric

## CITY OF BURBANK EXECUTIVE LEADERSHIP TEAM

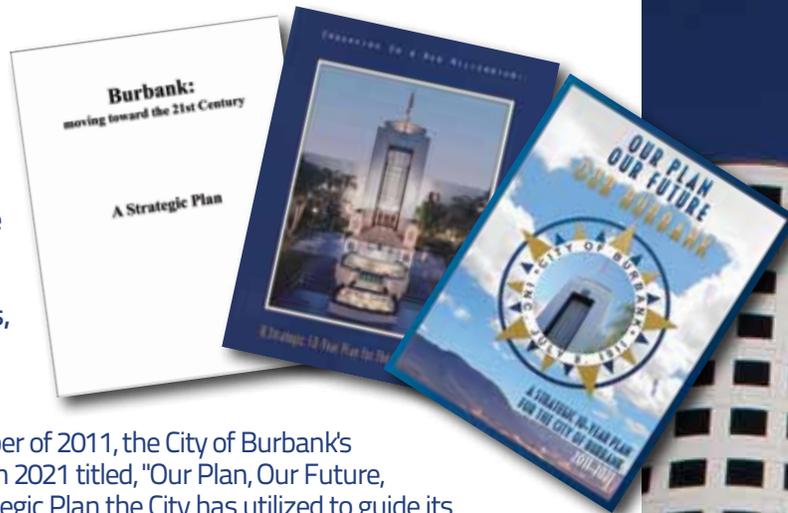


Left to Right: Public Works Director Bonnie Teaford; Management Services Director Judie Wilke; Community Development Director Greg Herrmann; Financial Services Director Cindy Giraldo; Deputy City Manager Joy Forbes; Deputy City Manager Justin Hess; City Attorney Amy Albano; City Manager Michael Flad; Information Technology Director Jennifer Wyatt; Fire Chief Ray Krakowski; City Clerk Margarita Campos; City Treasurer Donna Anderson; Water & Power General Manager Ron Davis; Library Services Director Sharon Cohen; Park, Recreation & Community Services Director Chris Dasté; and Police Chief Scott LaChasse.

## INTRODUCTION

"Strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape what an organization is, what it does, and why it does it."

-John Bryson



Adopted by Council in November of 2011, the City of Burbank's Strategic Plan for 2011 through 2021 titled, "Our Plan, Our Future, Our Burbank," is the third Strategic Plan the City has utilized to guide its operations. The first Strategic Plan was adopted in May of 1990 titled, "Burbank: Moving Toward the 21st Century." In October of 2001, the Burbank City Council adopted the next ten year Strategic Plan titled, "Embarking on A New Millennium." Throughout the ten year life span of each plan, the Council adopts an annual Work Program of Specific Objectives which are intended to help implement the Vision and Goals set forth by each Strategic Plan.

Many cities (and private companies) have adopted Strategic Plans and Work Programs with a Mission Statement, Goals and Specific Objectives. However, most probably do not follow through, or engage the community, with the tenacity and consistency that the City of Burbank has shown. "Our Plan, Our Future, Our Burbank," incorporates feedback from the City's most recent Citizen Survey in 2010, Burbank's Boards and Commissions and all of the City's departments. The input received created a plan that is both comprehensive and attentive to the unique needs of Burbank's residents, businesses and the community in general.

It is in that spirit that the City of Burbank is proud to present its Strategic Plan for 2011 through 2021. As it is the City's mission to promote continuous improvement throughout its operations, the goals we set for the next decade will make an even more significant contribution to the City than the achievements of the last decade.

Realistically, it is recognized that unforeseen problems or new priorities may arise. The City Council and staff recognize that it is not possible to do all things for all people. If new and higher priorities arise, other previously established lower priorities would have to be deferred or dropped. In the end, it is fully anticipated that the staff and City Council should be held accountable for their progress in implementing the Strategic Plan and the subsequent annual Work Programs.

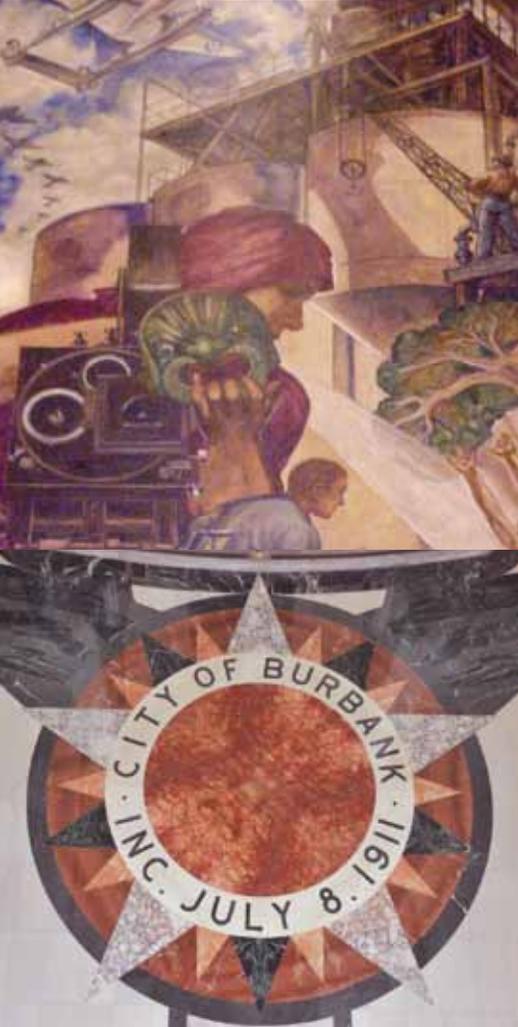
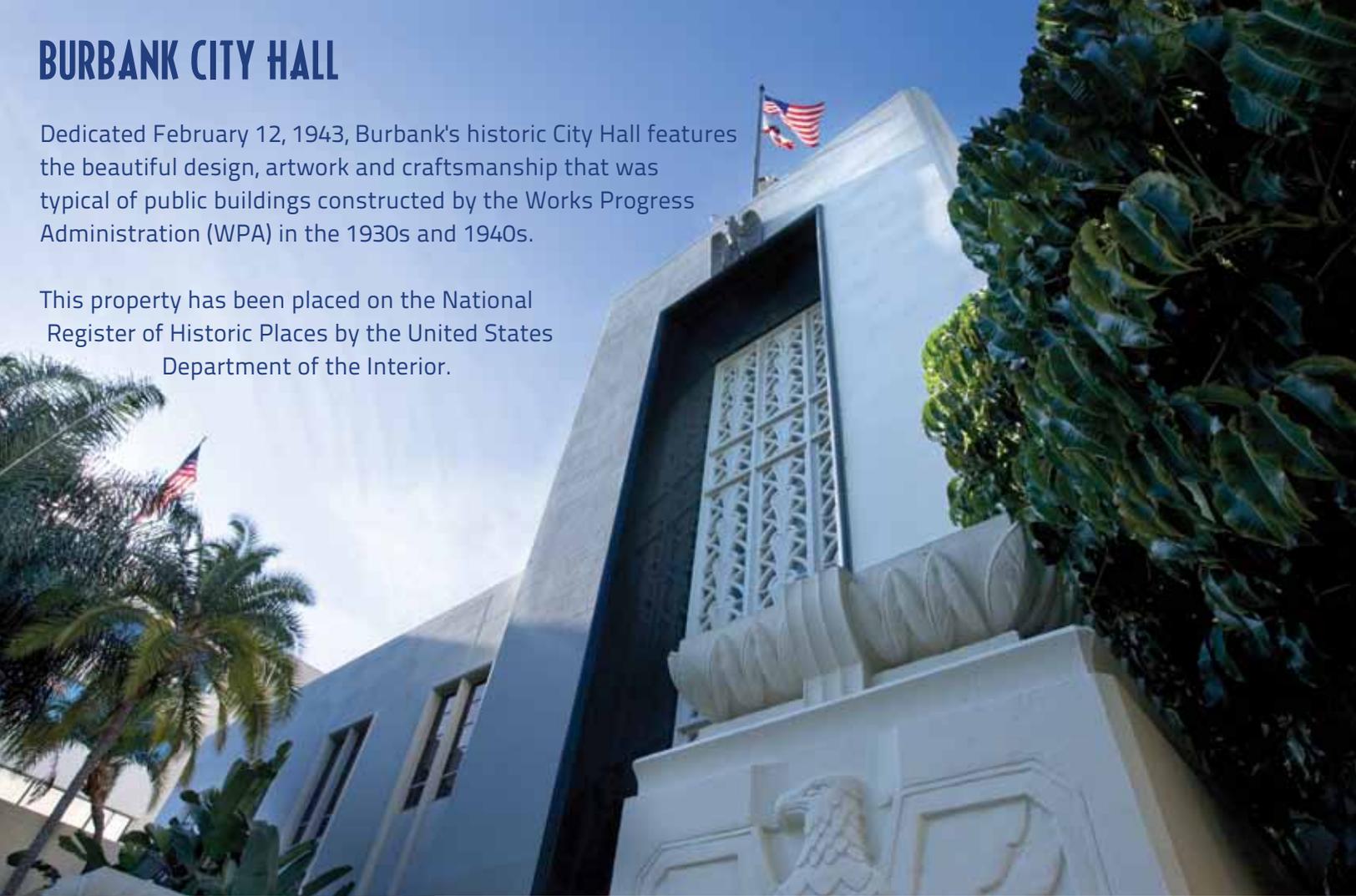
Although there are sometimes strong differences of opinion in the community, and on the City Council, regarding specific issues facing the City, there is typically a larger sense of agreement about what Burbank is and should be. The Strategic Plan is founded on the proposition that if we can agree on the vision of the City, we can more readily accept and respect disagreements on implementation as legitimate differences of opinion.

As the vision of the City continues to move toward greater municipal responsibility, transparency and community engagement, this plan's dedication to serving Burbank's diverse community allows it to be rightfully titled, "Our Plan, Our Future, Our Burbank."

# BURBANK CITY HALL

Dedicated February 12, 1943, Burbank's historic City Hall features the beautiful design, artwork and craftsmanship that was typical of public buildings constructed by the Works Progress Administration (WPA) in the 1930s and 1940s.

This property has been placed on the National Register of Historic Places by the United States Department of the Interior.



## HUGO BALLIN MURAL

The large mural in the Lobby is by the artist Hugo Ballin. It is titled "Burbank Industry" and stands 8' x 24'. The mural features Burbank-built airplanes, the motion picture industry, agriculture, a power plant and scenes from Burbank family life. Each visual represents the economic and social base of the community. The bottom third of the mural was removed in 1964 to make way for a bridge to the new Municipal Services Building (MSB), but was restored in 2001 when the MSB was demolished.

## MAIN LOBBY SEAL

The Main Lobby of City Hall features twenty types of marble which can be found in the Main Seal border (bearing the words "City of Burbank, Inc. July 8, 1911"), trim, walls, and wainscot and in the tread and risers of the grand stairway. Some of the marbles used are gleaming Belgian black and gold marble, delicate Montana Rose travertine, and sturdy Italian levanto. The stair rails are bronze with lucite glass ornaments. The bronze medallions on the staircase are reportedly by William Allen, one of City Hall's architects.



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## CITY OF BURBANK MISSION STATEMENT

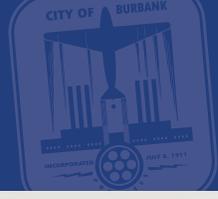
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THE CITY OF BURBANK IS A PLACE WITH A RICH HISTORY, DIVERSE CULTURE AND DISTINCTIVE CHARACTER. IT IS HERE THAT CITIZENS FIND A STRONG SENSE OF COMMUNITY AND TAKE PRIDE IN THE HIGH QUALITY OF LIFE.

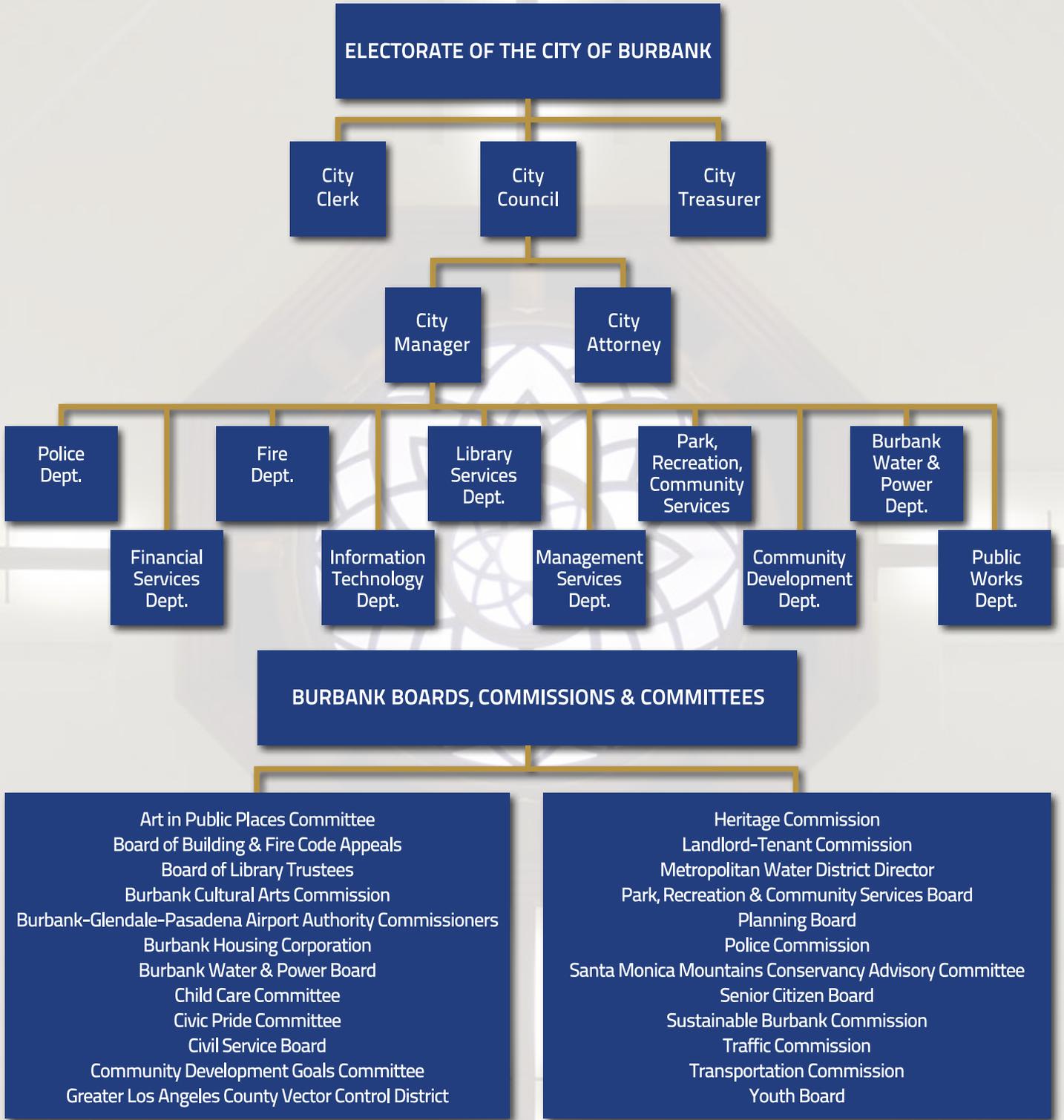
IT IS THE MISSION OF THE CITY GOVERNMENT TO PROVIDE A SAFE, DESIRABLE AND HEALTHY ENVIRONMENT IN A RESPONSIBLE AND INCREASINGLY SUSTAINABLE MANNER WHICH VALUES THE WELL-BEING OF ITS RESIDENTS AND BUSINESSES WHILE PRESERVING ITS TRANQUIL NEIGHBORHOODS.

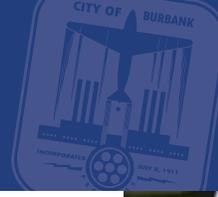
THE CITY STRIVES TO PROVIDE AN OUTSTANDING LEVEL OF MUNICIPAL SERVICE WITH INTEGRITY AND TRANSPARENCY THAT FOSTERS COMMUNITY ENGAGEMENT WHILE PROMOTING CONTINUOUS IMPROVEMENT.

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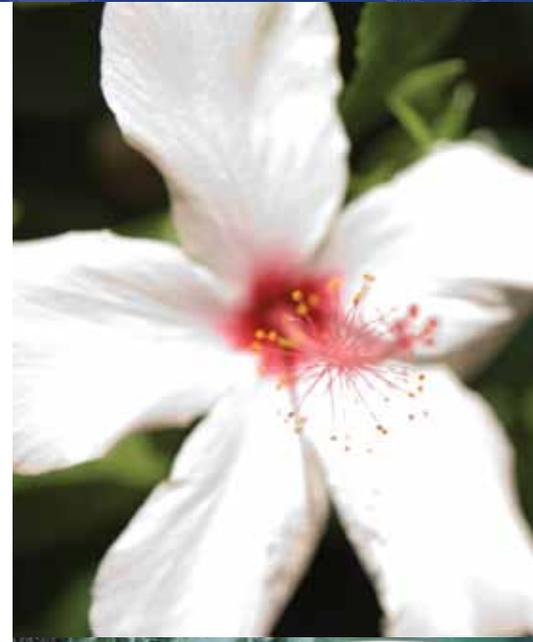
# ORGANIZATION CHART

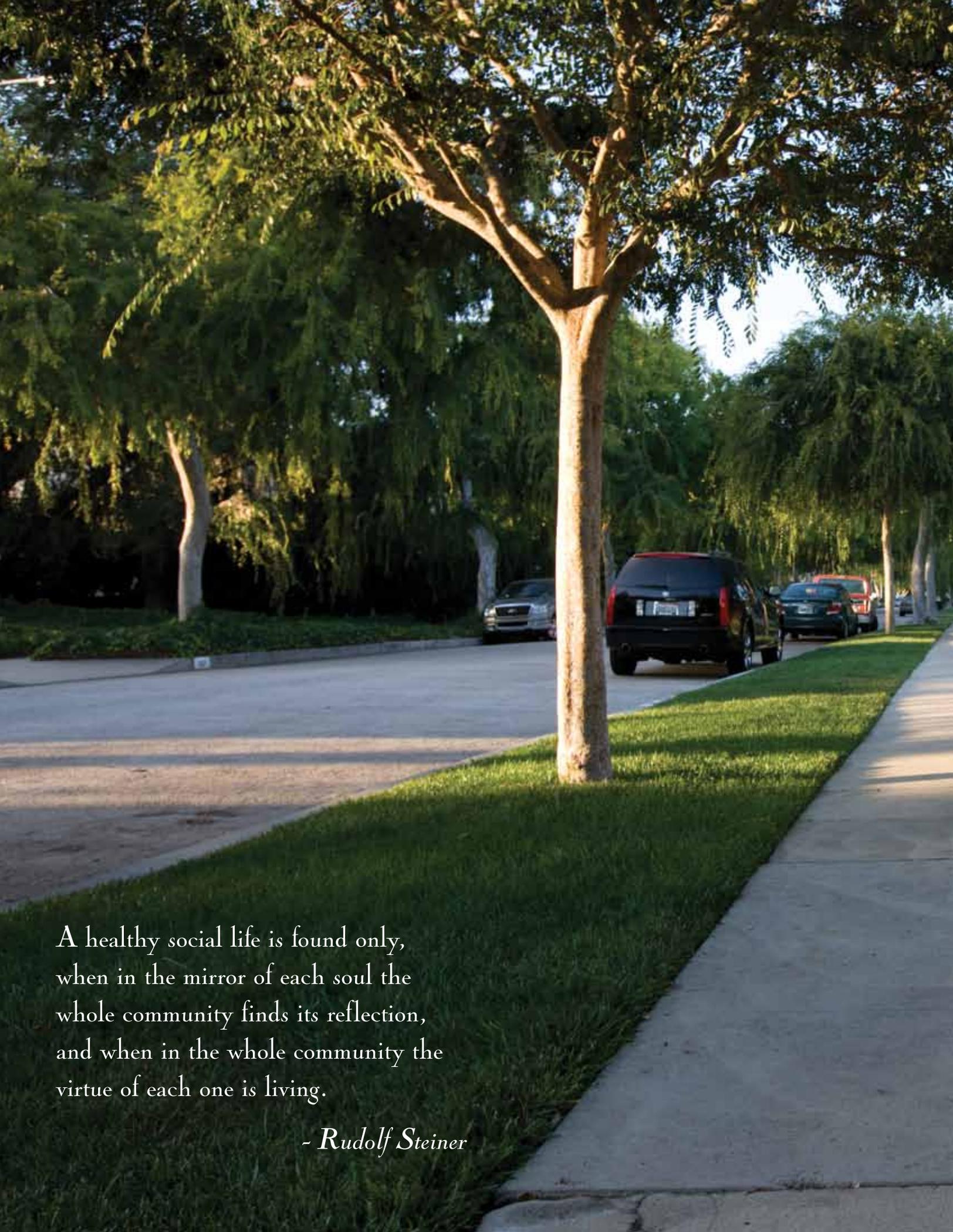




## GOALS & OBJECTIVES

1. COMMUNICATE BURBANK'S INTEGRITY THROUGH OPEN & TRANSPARENT GOVERNMENT
2. A SAFE & PREPARED BURBANK COMMUNITY
3. PRESERVE BURBANK'S HIGH QUALITY OF LIFE & STRONG SENSE OF COMMUNITY
4. BALANCED, VIBRANT BURBANK ECONOMY
5. TRANSFORM, CREATE & DELIVER BURBANK'S COMMUNITY SERVICES
6. CULTIVATE A TRANSPARENT, INNOVATIVE & EFFECTIVE GOVERNMENT TO ENSURE BURBANK'S FINANCIAL STRENGTH
7. CHAMPION EFFECTIVE PARTNERSHIPS
8. EVOLVE BURBANK'S TRANSPORTATION
9. INVEST IN BURBANK'S INFRASTRUCTURE
10. PROTECT & SUSTAIN BURBANK'S ENVIRONMENT



A photograph of a residential street. In the foreground, a large, mature tree with dense green foliage stands on a grassy area. To the right of the tree is a concrete sidewalk. In the background, a paved road is visible with several cars parked along the side. The scene is captured in the late afternoon or early morning, with warm, golden light filtering through the leaves of the trees.

A healthy social life is found only,  
when in the mirror of each soul the  
whole community finds its reflection,  
and when in the whole community the  
virtue of each one is living.

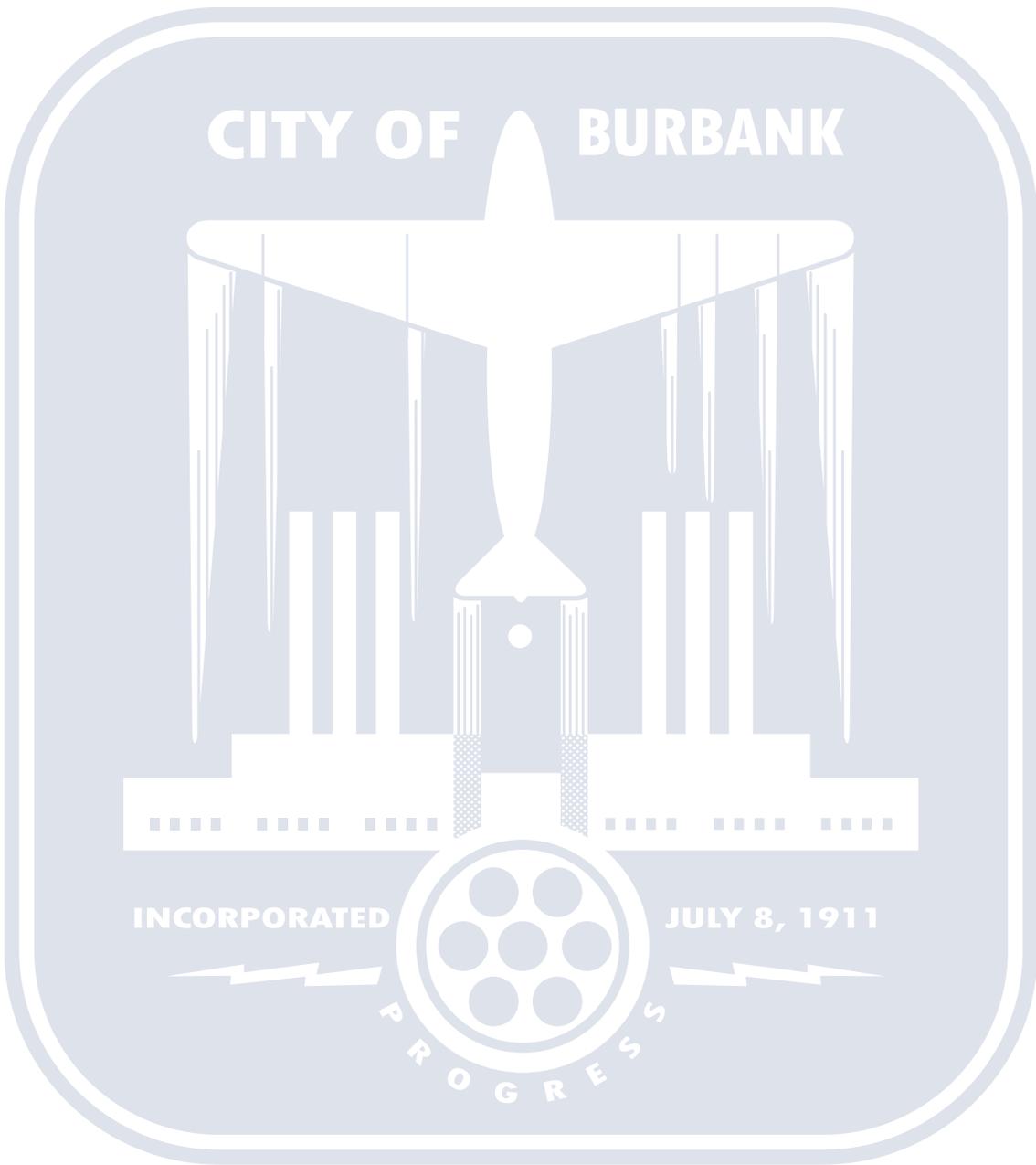
- *Rudolf Steiner*

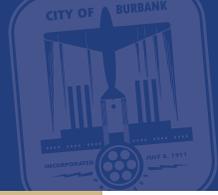
**TO ACHIEVE THE AFOREMENTIONED GOALS,  
THE CITY ADOPTS THE FOLLOWING OBJECTIVES  
TO BE PURSUED DURING 2011-2021:**





# COMMUNICATE BURBANK'S INTEGRITY THROUGH OPEN & TRANSPARENT GOVERNMENT





As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them.

*-John F. Kennedy*

## COMMUNICATE BURBANK'S INTEGRITY THROUGH OPEN AND TRANSPARENT GOVERNMENT

1. **Publish all appropriate information on the City's website and provide easy, citizen centric access for residents, businesses and other government agencies seeking information.**

**All legally appropriate government records are available 24/7 online anytime.**

- Financials, Revenues, Expenditures, Investments, Employee Compensation, Professional Service Agreements (PSA's), Debt, Loans, Payroll, Travel, Training, Contracts, Contractors, Audit Findings, Ratings, etc.
- Form 700s (Statement of Economic Interests) for elected officials and certain "high-profile" employees are available on the website.
- Campaign statements are available online during election season.
- City's Conflict of Interest Code and amendments.
- City's Code of Ethics.

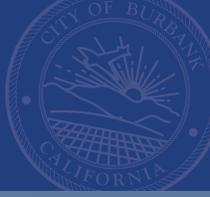
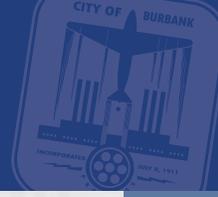
2. **Implement Self-Service options for residents, employees, and businesses for all City services/requests.**

- Conduct a self service Citizen Survey every two years to identify priority areas for development/improvement.
- Appropriate Public Records Act requests are handled online.
- "How To" Information guides are available on the website for all high priority services.
- Appropriate service requests are available over the Internet 24/7.
- A majority of Claim Forms are submitted online for processing.
- Appropriate local business transactions are available 24/7 online, anytime.

3. **A majority of public meetings will be broadcasted, recorded and available for replay and citizens will have the ability to provide input through interactive tools.**

- Appropriate Council, Board & Commission meetings are available online or otherwise.
- Appropriate broadcast meetings utilize eComment as an additional method for soliciting and receiving public input.
- Appropriate historical and City web-based video are archived and available through consumer based video on demand services.





**4. All relevant social media networks will be used to engage the community to the fullest extent.**

- The City has a presence on all relevant social media networks.
- A majority of Burbank households will be subscribers to eNotify as another means to inform citizens about pertinent City news and updates.

**5. Facilitate community engagement through education, solicitation and collaboration.**

- All appropriate public education videos will be available online.
- Continue to enhance voter participation through the use of multi-media outlets and routine evaluation of the election process to incorporate the newest, appropriate technology.
- All appropriate public meetings will be held at convenient times for the public to maximize public access.
- All appropriate training is shared with other agencies and available on demand.
- Citizens will have real-time access to significant planned service disruptions, traffic incidents, construction areas, etc.
- Internet access is readily available throughout the City via wireless access points and information portals with search and print capability.

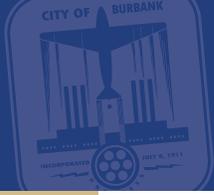




BURBANK'S PUBLIC SAFETY PROFESSIONALS,  
DEDICATED TO PROTECTING LIVES AND PROPERTY  
WHILE SERVING OUR COMMUNITY

# A SAFE & PREPARED BURBANK COMMUNITY





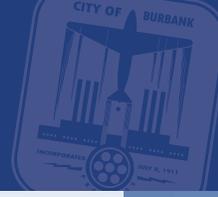
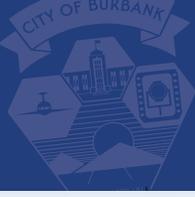
Never leave that till tomorrow which you can do today.

*- Benjamin Franklin*

## A SAFE & PREPARED BURBANK COMMUNITY

1. Through the continued incorporation of Burbank's Fire and Police Departments' Strategic Plans, provide cost effective, quality safety services so that citizens are secure in pursuing their professional and personal activities.
2. Encourage a diverse safety workforce representative of the community.
3. Maintain appropriate response times of emergency personnel by ensuring accessibility of emergency services in crisis/disaster situations.
4. Pro-actively adopt building codes and ordinances that result in the increased safety and security of the public.
5. Effectively communicate employee responsibilities to the workforce and their family members in the event of an emergency; increase the recruitment of community volunteers for emergency use.
6. Develop a comprehensive plan [along with the Burbank Unified School District (BUSD)] to ensure the safety of students and staff in and around school facilities in the event of an emergency.
7. Continue to cultivate strong corporate/government alliances in the community (Bob Hope Airport, Media Studios, St. Joseph's Hospital, etc.) to prepare for and address emergency situations.





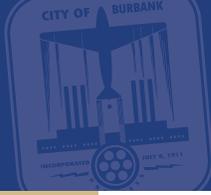
8. Promote emergency preparedness through community wide disaster education and training efforts (i.e. – community workshops, mass dissemination of educational materials, etc.) commensurate with the pro-active guidance provided by Burbank's Disaster Council.
9. Participate in multi-disciplinary and multi-jurisdictional task forces in order to harvest the best practices and obtain timely information.
10. Provide and support a reliable and quality communications network - a state of the art communications infrastructure that will support first responders and local mission-critical personnel.
11. Provide a robust emergency notification (reverse 911) system to keep citizens informed throughout emergency situations.
12. Enhance residential/business disaster preparedness through more focused community outreach; help businesses understand how to interface with all levels of government in emergency situations.
13. Re-vamp the Neighborhood Watch system and expand neighborhood policing through "e-police" to promote safety personnel's real time access to pertinent situations and community policing strategies to reduce crime.
14. Embrace social networking, including e-notifications, as a viable means of effective communication in the event of an emergency.
15. Partner, where warranted, with the Tri-cities and other municipalities to influence cooperative service delivery prior to, during and after emergency situations.
16. In an effort to be fiscally responsible, continue to re-evaluate safety operations to encourage collaborative ventures that are both efficient and effective.
17. Advocate for legislation that supports safety services and preparedness.





# PRESERVE BURBANK'S HIGH QUALITY OF LIFE & STRONG SENSE OF COMMUNITY



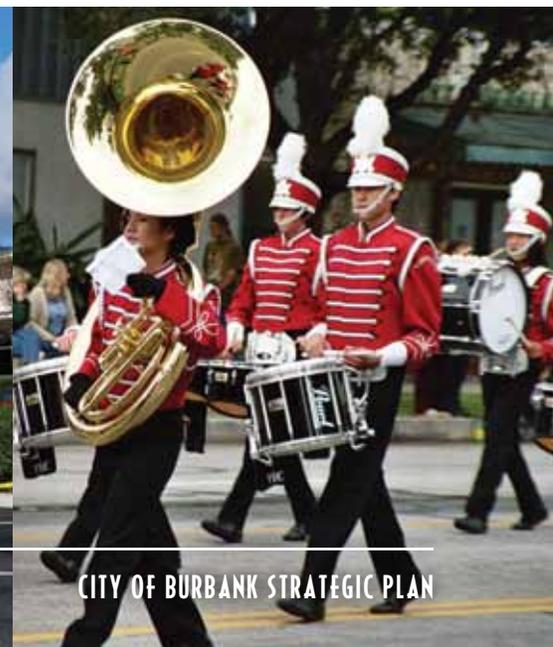


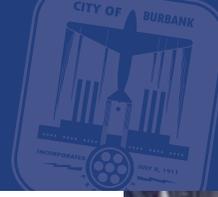
For no matter what we achieve, if we don't spend the vast majority of our time with people we love and respect, we cannot possibly have a great life.

*-Jim Collins*

## **PRESERVE BURBANK'S HIGH QUALITY OF LIFE & STRONG SENSE OF COMMUNITY**

- 1. Preserve Burbank's livable neighborhoods and quality businesses through good planning, effective partnerships and civic pride.**
  - Foster a vibrant, lively downtown area by offering a variety of living options and attractive amenities.
  - Facilitate the compatible development of major commercial corridors with neighborhood serving and pedestrian oriented businesses.
  - Ensure City codes and regulations do not create impediments to business which directly serve residents.
  - Continue to develop and promote affordable housing projects and programs to facilitate improved quality of life for low to moderate income residents.
  - Continue to create and preserve a unique identity for each of the retail corridors.
  - Continue to strengthen and demonstrate pride in the relationships between Burbank's long standing industries and the City.
- 2. Encourage community engagement through continued City services and events that promote inclusion and foster civic pride.**
  - Continue to design facilities and programs, while partnering with appropriate agencies, to provide meaningful, accessible activities and opportunities for community engagement.
  - Invest in activities that foster volunteerism, partnerships, family and neighborly involvement and emphasize Burbank's uniqueness.
  - Assist and collaborate with neighborhoods to create and preserve identity; foster neighborhood empowerment that promotes public participation and makes government more responsive to local needs.





- Partner with community organizations to expand focus neighborhood programs that rehabilitate and revitalize Burbank's residential areas.
- Continue to provide holistic (i.e. – recreational, social, cultural, etc.) amenities/services that meet the needs of, and are easily accessible to, all residential areas and citizens.
- Encourage employees to participate in community events and local non-profit organizations to promote employees' continued dedication to the well-being of Burbank and its residents.
- Through creative efforts, ensure effective communication so that all community members are connected, informed and welcomed.

### 3. Create a healthy and active Burbank that celebrates diversity and promotes inclusion.

- Incorporate healthy lifestyle behaviors into all applicable City programs, services and events to promote health education, awareness and active participation of all ages.
- Create and maintain adequate open space and recreational amenities that invite activity.
- Invest in education, programs, facilities and infrastructure to create and promote a healthy environment.
- Encourage modes of travel that reduce unhealthful emissions, congestion and promote physical activity.

### 4. Celebrate and preserve Burbank's past.

- In partnership with the Burbank Historical Society, conduct educational programs to convey the value of preserving the City's past through historic structures and historical events.



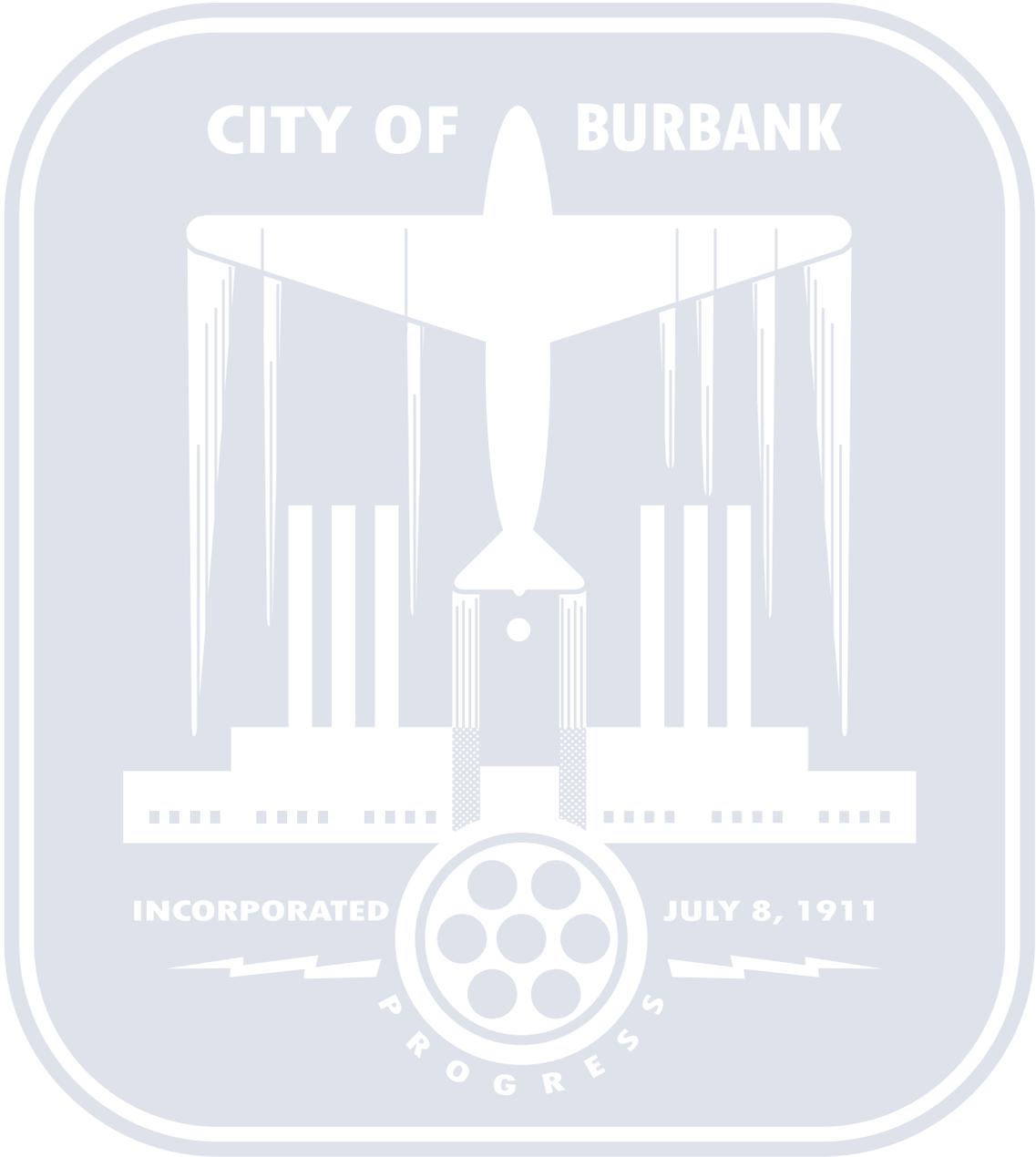


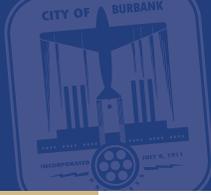
TICKETS



4

# BALANCED, VIBRANT BURBANK ECONOMY





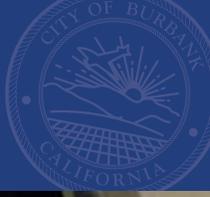
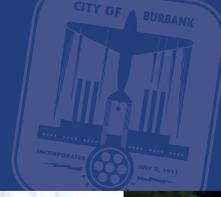
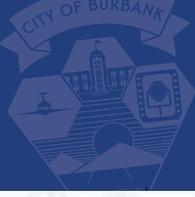
Success comes from knowing you did your best to become the best that you are capable of becoming.

*-John Wooden*



## BALANCED, VIBRANT BURBANK ECONOMY

1. **Encourage and facilitate the further diversification of business sectors, employment opportunities and goods and services. Strengthen alliances with regional economic development groups to further develop Burbank's retail market.**
  - Remove, where possible, roadblocks to economic and business development through the continued review of codes, policies and processes pertaining to zoning and business permitting.
  - Remain vigilant and forward-thinking in identifying new economic trends and emergences in the media, healthcare and green technology fields.
  - Balance the small-town feel that many residents desire with an urban perspective that supports greater diversity of retailers, service providers and entertainment venues.
  - Maintain a business assistance program that helps coordinate business relocations, retentions and expansions.
  - Foster the growth of small businesses through such programs as Team Business, Shop Burbank and other supportive and educational resources.
  - Continue to maintain Burbank's economic standing as an affordable, reliable and caring place to establish and maintain successful businesses.
  
2. **Provide a high quality infrastructure system, including the availability of reliable, efficient and technologically advanced supportive services.**
  - Develop a capital improvement plan that ensures the roads, sidewalks and public parking structures and lots are aligned with business needs.
  - Deploy Smart Grid technology, and other emerging technology, so businesses may monitor energy and resource usage as a means of reducing costs and increasing efficiencies.
  - Work with the Bob Hope Airport to ensure that facilities and services continue to promote a favorable image of the city.
  - Continue to upgrade all infrastructure to ensure the lowest costs at the highest quality.
  - Further develop the Recycled Water System to make it available to all commercial areas of the city so Burbank continues to attract and retain businesses.
  - In alignment with the City's continued economic development efforts, deliver sensible and cost effective communication access to the community.
  - Implement infrastructure recommendations from labor market research focusing on the future needs of the media, green technology and healthcare sectors.
  - Continue the enhancement and maintenance of the City's major commercial corridors to create an environment that attracts new businesses.



### 3. Market Burbank as a commercial hub for business development, a destination for travel and tourism and as a great place to live.

- Create an official visitor and tourism program that promotes Burbank's amenities and attractions.
- Maintain an aggressive marketing program that touts the City's business-friendly environment and quality services and amenities on a regional and national level.
- Continue the "Move to Burbank" campaign on a regional and national level to promote the City's quality of life, housing and employment opportunities.
- Work with Burbank's hotels and travel interests through a Tourism-Based Improvement District (T-BID) to widely promote Burbank as a travel destination.
- Continue to conduct business attraction, retention and expansion to create jobs and diversify the commercial and industrial base.
- Continue to steer regional and statewide legislation to support Burbank's economy.

### 4. Strengthen strategic partnerships with local and regional business organizations to support Burbank retailers and service providers.

- Strengthen partnerships with regional and local businesses to support organizations like the Burbank Chamber of Commerce, any approved local Property-Based Improvement Districts (P-BID), the T-BID and the San Fernando Valley Economic Alliance.
- Continue to work with local merchants on programs that advertise shopping options and provide incentives to "buy locally."
- Facilitate input from local merchants on ways to increase customer volumes and patronage.
- Meet the training needs of local businesses to ensure their long term success in Burbank.
- Continue efforts to seek citizen input regarding preferred retailers utilizing various outreach efforts (i.e. - comprehensive citizen retail preference survey).

### 5. Support programs and training that help to create an engaged, educated and diversified workforce.

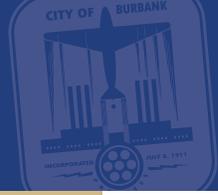
- Continue creative partnerships with private businesses and public agencies like the BUSD, Woodbury University and the Verdugo Workforce Investment Board.
- Reach out to local businesses to provide ways in which their employees may participate in community events and programs.
- Encourage internship and apprenticeship programs to provide learning opportunities for young people and individuals who are unemployed.





# TRANSFORM, CREATE & DELIVER BURBANK'S COMMUNITY SERVICES





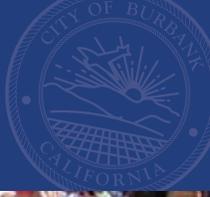
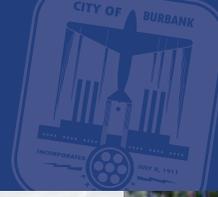
The achievements of an organization are the results of the combined effort of each individual.

- *Vince Lombardi*



## TRANSFORM, CREATE & DELIVER BURBANK'S COMMUNITY SERVICES

- 1. Use the internet, social media, mobile applications and other popular emerging technologies to disseminate information and engage the public by gathering input electronically.**
  - Provide cost effective, high speed internet access at all appropriate City locations.
  - Continue to pro-actively promote City events, meetings and programs.
  - Continue to encourage the public's right to ask questions, file complaints/reports, provide input and access services.
  - Expand the use of self-service technology in all departments as a means of facilitating citizen access to services and promoting transparency throughout City operations.
  - Look at implementing a 311 call center that can direct calls and provide enhanced customer service.
  - Continue to enhance the Burbank Channel's programming and availability.
- 2. As an employer, the City will continue to provide a responsible and responsive work environment.**
  - Utilizing the knowledge and strengths of employees, implement best practices to facilitate a safe workplace that promotes wellness, efficient service to the community and attracts/retains highly qualified employees.
  - Continue to improve collaborative efforts throughout the City's departments.
  - Integrate volunteer programs to develop a citywide network to encourage cross usage of volunteers by multiple departments and services.
- 3. Develop a new approach that empowers the residential citizenry to help deliver community services in partnership with the City, creating greater responsibility on the part of the individual and less exclusive reliance on City government.**
  - Work with the school district to encourage student education and concurrent participation in activities that mutually benefit the community and the individual.
  - Broaden access to City services while promoting citizen engagement through multi-faceted service/self-service delivery (i.e. – smartphone applications, virtual public counters, self-serve kiosks, etc.).
  - Continue to promote and support the involvement of profit and non-profit agencies to provide the most efficient and effective delivery of services to the community.



#### 4. Provide recreational and special interest programs and services that are accessible and engage Burbank's diverse populations.

- In recognition of the aging baby boomer population, continue to develop meaningful, efficient programs that appropriately service/adapt to the holistic needs of Burbank's senior citizens.
- Promote and support programs that increase the quality of life for residents with disabilities.
- Continue multipurpose programming for Burbank's youth and adults that promote/support education, special interests, positive citizenry and physical activity utilizing Burbank's diverse facilities (i.e. – community and aquatic centers, Cultural Arts Center, Skate Park, gymnasiums, etc.).
- Continue to monitor and seek legislation and funding opportunities that support Burbank's dedication to providing quality community services.
- Continue to implement, evaluate and enhance current programs and services to allow for growth, development and modification as the community's needs change.

#### 5. Implement the strategies detailed in the adopted 2035 General Plan.



- Air Quality and Climate Change Element
- Land Use Element
- Mobility Element
- Noise Element
- Open Space and Conservation Element
- Safety Element

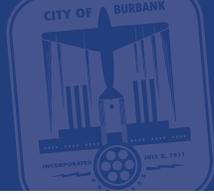




6

**CULTIVATE A TRANSPARENT,  
INNOVATIVE & EFFECTIVE  
GOVERNMENT TO ENSURE  
BURBANK'S FINANCIAL STRENGTH**





## CULTIVATE A TRANSPARENT, INNOVATIVE AND EFFECTIVE GOVERNMENT TO ENSURE BURBANK'S FINANCIAL STRENGTH

### 1. Foster a diverse and sustainable revenue base.

- Institute best practices to ensure convenient and cost effective collection of City revenues.
- Evaluate City fees/charges to ensure appropriate alignment with the cost of service.
- Leverage existing and emerging technology and infrastructure to attract and retain quality businesses.
- Continually monitor risks (i.e. legislation, State budget, etc.) that may potentially impair City revenues and plan for appropriate City actions.
- Diversify the industries within Burbank to reduce the City's reliance on the success of any single industry.

### 2. Provide highly efficient and cost effective City services to both internal and external customers.

- Establish partnerships with agencies and businesses in order to maximize cost savings while still providing the appropriate quality of service to the community.
- Establish a process that allows for continual reassessment of City services to identify ineffective and/or inefficient programs by evaluating them against appropriate performance measures.
- Continuously evaluate the City's structure (i.e. responsibility split among departments, centralization vs. decentralization, etc.) to ensure efficient service delivery and operations.

### 3. Build community and citywide trust through the continued incorporation of accountability, responsibility and transparency throughout City operations.

- Create an accepted "audit culture" to promote accountability and transparency.
- Continual evaluation of the City's financial policies to ensure sufficiency of financial resources and compliance with all generally accepted accounting principles.
- Identify and implement best practice risk management strategies to maintain a safe working environment for employees and reliable services for the community.

### 4. Attract, grow and retain diverse, highly effective and efficient City employees.

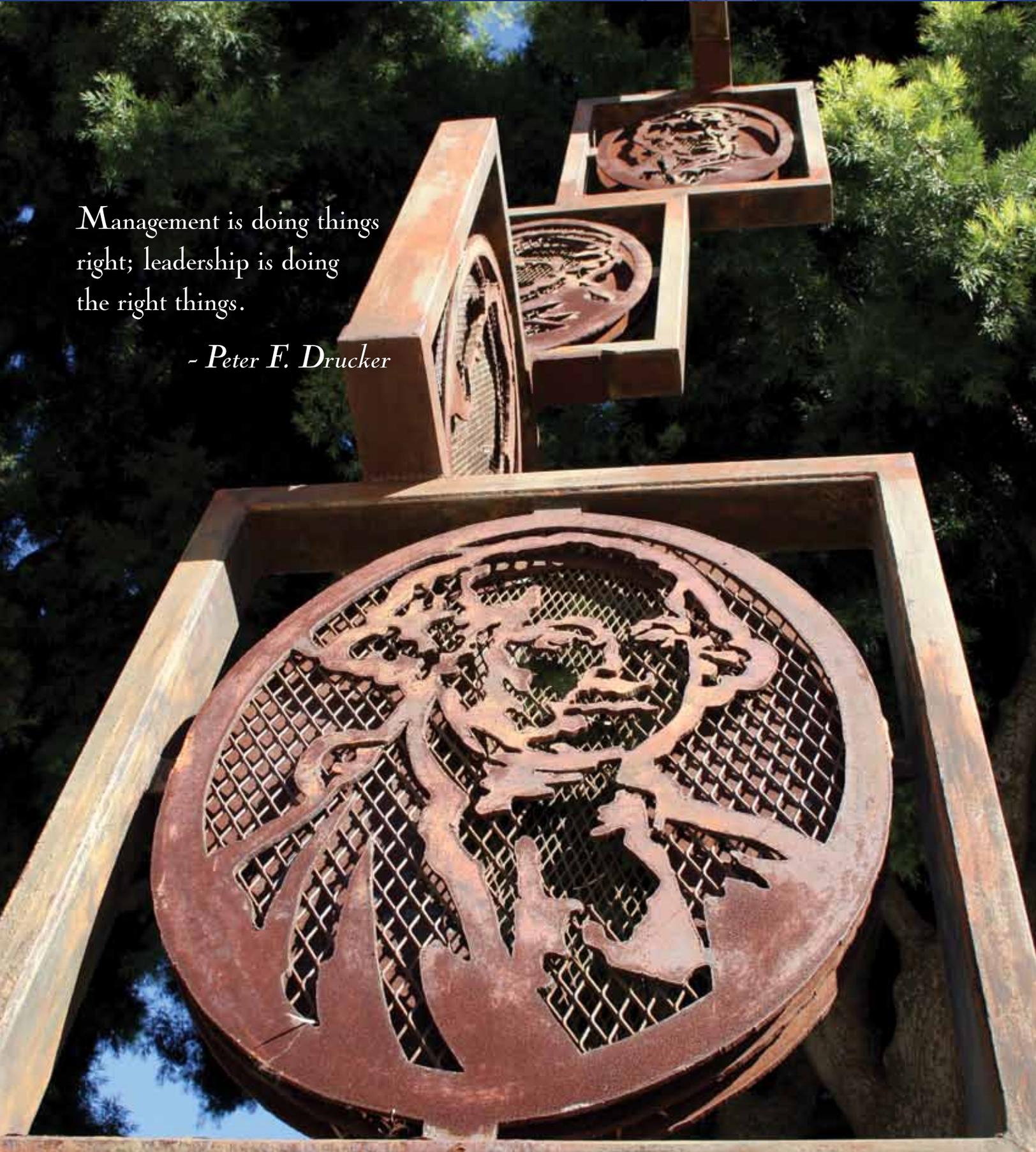
- Create a comprehensive, multi-faceted compensation philosophy that includes sustainable employee salaries and benefits while attracting and retaining quality employees.
- Implement training and travel programs that foster a culture of discovery and professional growth.
- Cultivate an open culture that encourages citywide employee engagement in the process of identifying best practices, cost efficiencies and revenue enhancements.
- As the workforce continues to change, the City will continue to strive to be a relevant employer of choice.
- Continue to advocate for legislation that maintains the City's rich history of competitive and valuable employment opportunities.





Management is doing things  
right; leadership is doing  
the right things.

*- Peter F. Drucker*





Jose Roxana

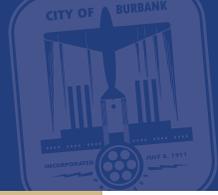
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# CHAMPION EFFECTIVE PARTNERSHIPS





Coming together  
is a beginning.

Keeping together  
is progress.

Working together  
is success.

*- Henry Ford*

## CHAMPION EFFECTIVE PARTNERSHIPS

### 1. Business Community

- Cultivate valuable partnerships with businesses and organizations that may be able to support the City in providing effective and high quality public services.
- Continue to support collaborations with the Burbank Chamber of Commerce, the Burbank Association of Realtors and local commercial brokers that represent Burbank properties to ensure that the needs of the City are met in terms of attracting businesses to Burbank and providing for a strong, diverse and enterprising economic base.
- Leverage existing City and business partnerships to improve sustainability plans and educate and inform the public about sustainability efforts.

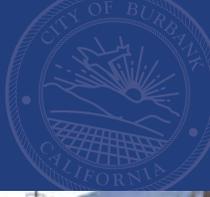
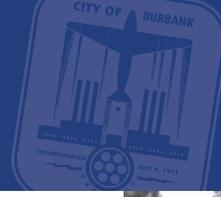
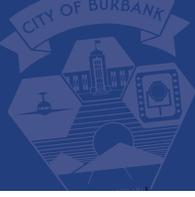
### 2. Educational Partnerships

- Recognize the importance of education to the community and continue to foster a relationship of mutual support, respect and benefit with BUSD, as well as other education providers, to support a thriving and successful surrounding educational system.
- Play a leading role in the education of Burbank's youth through partnerships with Burbank's public and private schools (improved communication/collaborative efforts regarding curriculum needs, class visits, programs, youth programs, sports programs, etc.).

### 3. Public/Private/Non-Profit Organizations

- Encourage continued collaboration between public/private/non-profit sectors that promote both sustainable and efficient delivery of specialized community services.
- Develop a closer relationship between the City and Burbank's Historical Society to promote and educate the community about Burbank's rich 100 year history to reinforce the significance of historic preservation and pride in one's community.





#### 4. Burbank's Neighborhoods

- Engage Burbank's neighborhoods to promote neighborhood partnerships and solicit citizen feedback to enhance the community's overall well-being.

#### 5. Surrounding Areas

- Where appropriate, continue to consolidate regional services/ functions within the Tri-cities.
- Actively participate in regional approaches and special studies with other cities to leverage resources, draw upon collective insight and harvest best practices.
- Pro-actively engage in the San Fernando Valley Council of Governments to further promote partnership efforts while advocating for policies and programs that serve the best interests of the City.
- Continue cooperative utilization of City/Airport properties and resources in providing services to visiting passengers and the greater community.
- Continue collaborative efforts with the Airport Authority and State and Federal lawmakers to actively seek and monitor legislation, funding and project opportunities that promote the best interests of the community. In particular, continue efforts to attain meaningful nighttime noise protection that meets the needs of the Airport, residents of Burbank and surrounding communities.

#### 6. Interdepartmental

- Champion greater collaboration among all City departments; promote the City brand and most importantly, strive to provide high quality programs and services to the community.

#### 7. Volunteerism

- Encourage a robust volunteer force through the continued development of innovative programs and projects that serve the best interests of the City.
- Continue to evaluate existing community volunteer programs and encourage both citizen and City employee volunteerism throughout City programs, the school district and local non-profit organizations.

#### 8. State & Federal Relations

- Continue to build a strong, cooperative relationship between the City's State and Federal representatives in order to best serve the interests of the community.
- Work to assist/support relationships between businesses and lobbyists to promote legislation that supports local businesses.

In general, maximize asset utilization throughout Burbank's partnerships to ensure efficient and effective service delivery to the community (i.e. – joint use of BUSD facilities).



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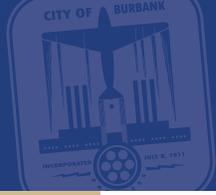
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8

# EVOLVE BURBANK'S TRANSPORTATION





Far and away the best prize that life has to offer is the chance to work hard at work worth doing.

- *Theodore Roosevelt*

## EVOLVE BURBANK'S TRANSPORTATION

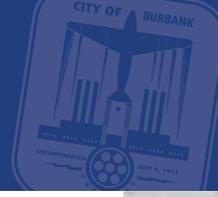
### 1. Parking/Traffic Signals

- Develop a sustainable financial plan in partnership with the Parking Authority that manages demand, expands supply and ultimately provides innovative and efficient parking facilities for the community.
- Develop parking information systems in downtown Burbank and other areas to inform the public about available parking.
- Update the traffic management system with traffic responsive control to allow for more efficient traffic flow.

### 2. Transit

- Continue to develop and implement Burbank's integrated transit strategy to support comprehensive mobility needs of all users while promoting environmentally sound modes of transportation to improve community character.
- Work toward a more effective transit service for in-town mobility through: improved cooperation between transit operators; improved financial viability of transit operations through the exploration of expansion opportunities; promotion of public-private partnerships for joint development opportunities; and the continued promotion of multi-modal transit centers to encourage seamless connections between local and regional transit systems.
- Continue to influence California's High Speed Rail project to ensure its process and progress correspond with the City's interests.





### 3. Bicycles/Pedestrians

- Implement the Bicycle Master Plan by maintaining and expanding the bicycle network, improving bicycle/transit integration and encouraging bicycle use to promote alternative modes of transportation that increase physical activity and reduce traffic congestion.
- Design and operate streets, intersections and infrastructure in general to enable safe access for all users.
- When appropriate, incorporate the needs of bicycles and pedestrians throughout future infrastructure and street improvement projects.

### 4. Trip Reduction

- Update and expand the citywide Transportation Demand Management (TDM) requirements to improve individual economic incentives and change traveler choice.
- Promote multi-family and commercial development standards that strengthen connections to transit, promote walking and support continued safety of all commuters.

### 5. Outreach

- Promote public transportation for residents, visitors and employees.
- Improve and regularly update traveler information using the City's website, smartphones and other emerging technology.

### 6. Alternative Transportation

- Promote increased transit service, expansion of non-motorized transportation and further implementation of TDM programs to encourage alternative commute modes that ease traffic congestion and provide additional mobility options for residents.



Can you imagine what I would do  
if I could do all I can?

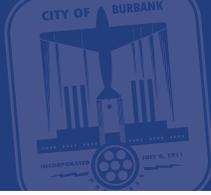
*- Sun Tzu*



9

# INVEST IN BURBANK'S INFRASTRUCTURE

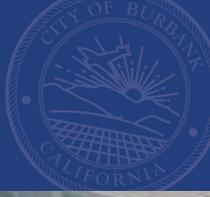
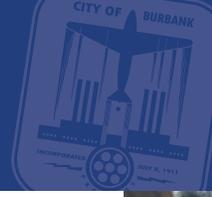
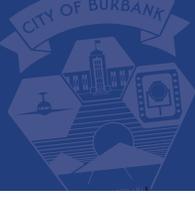




# INVEST IN BURBANK'S INFRASTRUCTURE

- 1. Create and implement a systematic, long-term plan for providing on-going maintenance and rehabilitation for all City infrastructure**
  - Update the assessment of City-wide infrastructure needs at least every five years to continue to make meaningful, preventative and long-term investments in Burbank's infrastructure.
  - Adopt life cycle cost and sustainability principles as integral elements of infrastructure and capital project planning.
  - Develop funding plans to address infrastructure needs; include the possible creation of special assessment districts or other public-private partnerships to address unique needs/problems.
  - Recognize the role that infrastructure plays in shaping the character of the community and quality of life; seek to involve the public early in infrastructure planning efforts.
  - Develop a Civic Center Master Plan that facilitates the modernization of City facilities and operations in the downtown area (i.e. - Administrative Services Building, City Hall, Wells Fargo Building, etc.)
  - Build a new Central Library.
  - Continue to play an active role in the environmental review and entitlement process for the NBC Universal Evolution and Metro Studio@Lankershim projects to ensure the best interests of the community are served.
- 2. Legislation**
  - As redevelopment has proven to be of value to this community, secure legislation to preserve funding mechanism(s) to promote economic development. Work with legislators to ensure the movement to save redevelopment (or the new/alternative approach that may replace redevelopment) delivers positive benefits to Burbank.
  - Advocate for legislation that restores transportation-related infrastructure purchasing power that has been eroded.
  - Continue legislative advocacy to keep locally generated tax increment and revenues in Burbank to meet infrastructure needs.
- 3. City Streets**
  - Work to improve the overall condition of City streets to achieve "satisfactory" pavement condition.
  - Complete the ongoing 10-year sidewalk repair program and then begin a new cycle.
  - Continue to patch alleys as resources become available.
  - Implement the City of Burbank's Bicycle Master Plan network to build upon the existing character of the community through traffic congestion relief and increased safety for all travelers.
  - Continue to develop and incorporate an appropriate financing plan to ensure long term street damage prevention, improvement and maintenance are realized.
- 4. Interstate 5 Improvements**
  - Continue to work with appropriate partners toward the implementation of the Interstate 5/Empire Avenue Interchange project, which will include a grade separation of the rail crossing at Buena Vista Street.
  - In accordance with voter input and approval, develop a long range development plan for the Bob Hope Airport that furthers the City's productive collaboration with the Airport Authority and which may include: A replacement terminal; efficient and potentially civic use of the B-6 site; continued efficiencies in the realm of traffic and ground transportation; and other pertinent projects as needed.





## 5. Parking

- Investigate ways to ensure City parking facilities are financially self-sustaining.

## 6. Parks and Recreation Facilities

- Explore the construction of a collaborative community center (i.e. – possible Lundigan Community Center).
- Develop and implement a strategic plan for the Municipal DeBell golf course and clubhouse to ensure self-sustaining, efficient operations that secure long-term financial stability.
- Address existing park infrastructure needs, including:
  - Replacement of the McCambridge and Verdugo Pools.
  - Refurbishment of the Starlight Bowl.
  - Seismic strengthening and renovation of the Olive Recreation Center.
  - Renovation of the Burbank Little Theater.
  - Completion of the Johnny Carson Park renovation.
  - Replacement of worn turf, irrigation and sports lighting systems that have reached the end of their useful life.
  - Gradual replacement of conventional landscaping with native, low-water-needs plantings to support conservation efforts.
  - Construction of an overnight campground in the Verdugo Hills.
  - Exploration of the feasibility of a dog park.
  - Creation of signage at City entrances to welcome residents and guests to Burbank.
  - On-going incorporation/creation of efficiencies as we replace, rebuild and consolidate City infrastructure.
  - On-going, long-term maintenance for all playground equipment.
  - Preservation of open space.
  - Identification of appropriate areas for community gardens or orchards; seek opportunities to partner and/or collaborate with other agencies to utilize joint or conjunctive sites.

## 7. Utilities

- Replace aging Water and Electric infrastructure with more efficient infrastructure to reduce system losses and costs, and ensure reliability.
- Continue the drinking water infrastructure replacement program, which includes mains, reservoirs and meters. Limit water system losses, conserve drinking water and reduce water costs.
- Evaluate replacing the Olive 1 and Olive 2 power plants to reduce power supply costs and green house gases.
- Participate to the extent practical in the development of electric vehicle technology, including installing and operating electric vehicle charging sites in Burbank.
- Explore the potential implementation of underground utilities in the continued effort toward sustainable, efficient and affordable utilities.



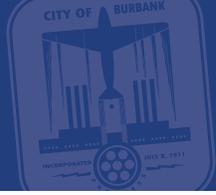


*A life is not important except in the impact it has on other lives. ~ Jackie Robinson*

10.

# PROTECT & SUSTAIN BURBANK'S ENVIRONMENT





# PROTECT & SUSTAIN BURBANK'S ENVIRONMENT

## 1. Sustainability Action Plan

- Update the Sustainability Action Plan, continue to implement its elements and report on its progress to date.
- Develop a demonstration site in Burbank that incorporates all aspects of sustainable development - consider the Burbank Water & Power site as a potential location.
- Utilize existing structures like the City's landfill to promote sustainability efforts throughout Burbank (i.e. – solar farm, recycled water and tree farm, conjunctive use of the landfill, etc.).

## 2. Water Resources

- Construct and operate, where economical and practical, a recycled water system to conserve drinking water and reduce purchased water costs. Complete implementation of the Recycled Water Master Plan.
- Develop a plan for cost-effective stormwater capture and reuse to efficiently manage this asset to the community.
- Annually reduce drinking water use by 1% to promote conservation through education, information, efficiency programs and incentives.
- Manage Burbank's drinking water system to ensure that safe, reliable and economical drinking water is available.
- Actively engage in environmental legislation and regulation that serves the best interests of the City.

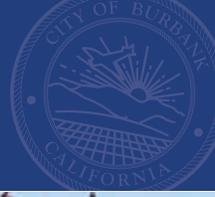
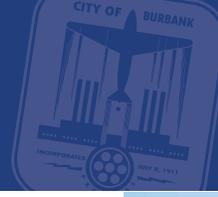
## 3. Energy

- Support the use of electric vehicles and develop electric vehicle operating sites in convenient locations throughout the City.
- Strive to have 33% of the City's electricity come from renewable resources by 2020; with 18% coming from renewable resources by 2013.
- Deploy Smart Grid technology as part of modernizing electric systems to enhance efficiency and reliability, integrate renewable energy and provide customers with more consumption information to empower informed decisions.
- Reduce energy consumption by 1% per year through education, information, efficiencies and incentives.

## 4. Zero Waste

- Continue to implement and refine the City's Zero Waste Plan.
- Develop an appropriately sized and configured Recycle Center that will help the City achieve its goal to reach zero waste by 2040.
- Develop and/or implement a system that allows for convenient household hazardous waste recycling.





## 5. Tree Canopy

- Obtain City Council approval of tree canopy goals that are appropriate for various types of publicly-owned spaces:
  - Public rights-of-way
  - Passive recreation parkland
  - Active recreation parkland
  - Publicly-owned parking lots
- Implement and enforce measurable objectives for tree canopy coverage for private parking lots (40% tree canopy in 20 years).
- Continue to implement and refine the Street Tree Master Plan.
- Complete a master plan related to the removal and replacement of street trees that have reached their life expectancy and/or are planted in the wrong location. Adopt a tree preservation ordinance that restricts the ability to remove certain trees on public or private property, especially oaks or other heritage trees.

## 6. Education & Outreach

- Promote modules of instruction in schools to encourage recycling and an appreciation of preserving the environment.
- Integrate environmental protection and enhancement into all City activities through demonstration of green practices and outreach to the community in a way that generates enthusiasm and engagement.

## 7. Air Quality

- Develop a comprehensive plan to reduce greenhouse gas emissions.
- Work to improve air quality by reducing soot emissions from various sources.
- Continue to provide leadership through procurement, legislative action and operational support of alternative-fueled vehicles by:
  - Purchasing alternative-fueled vehicles where appropriate.
  - Engaging in legislative advocacy in support of alternative-fueled vehicles.
  - Supporting the installation of alternative-fuel fueling stations for public use in the City.

## 8. Land Use & Development

- Continue to protect the environment utilizing the new building codes and standards effective in 2012 and through updated zoning and land use regulations.
- Provide non-vehicular alternatives to those in the community who cannot or choose not to drive (i.e. – children, senior citizens, individuals with disabilities, etc.) through appropriate programs and policies that encourage non-motorized connections to new developments and existing communities.
- Be a leader in green building development using approaches that include:
  - Cool roofs
  - Cooler roofs
  - Green roofs
  - Thermal energy storage in large buildings
  - Appropriate on-site stormwater management
  - Energy efficient fixtures and appliances
  - Increased tree canopy



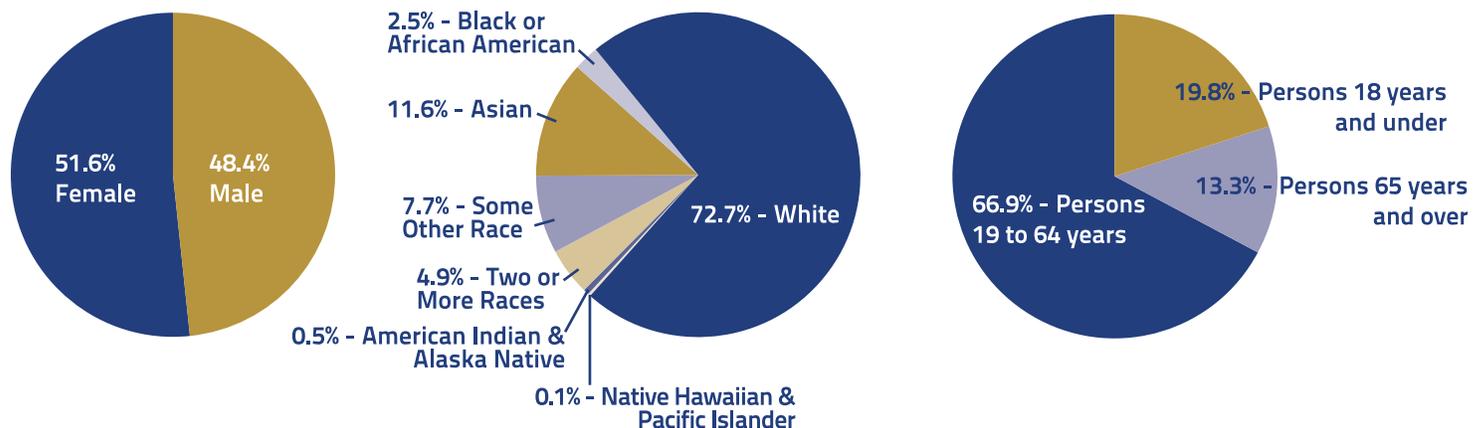


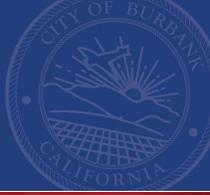
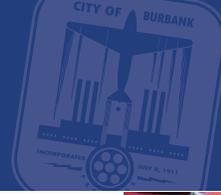
## BURBANK'S FACTS & FIGURES

**Incorporated:** July 8, 1911 - **Form of Government:** Council-City Manager  
**Location:** Eastern part of the San Fernando Valley, in Los Angeles County, 12 miles from the downtown area of the City of Los Angeles - **Area:** 17.134 square miles  
**City Tree:** Cape Myrtle - **City Flower:** California Lilac (Ceanothus)

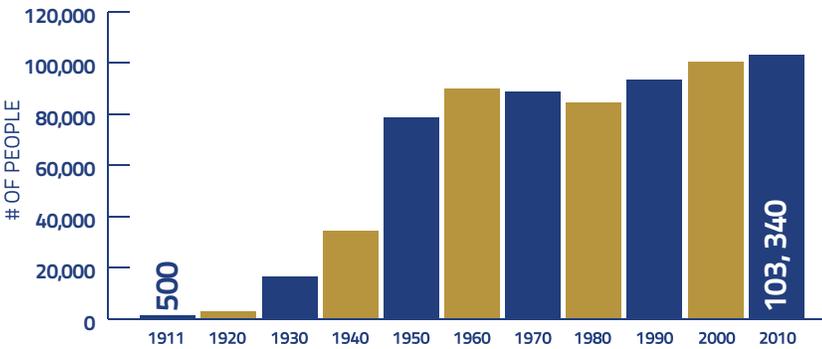
The following charts are a demographic profile of the City of Burbank collected by the United State's Census Bureau during the 2010 Census:

### CITY OF BURBANK DEMOGRAPHICS

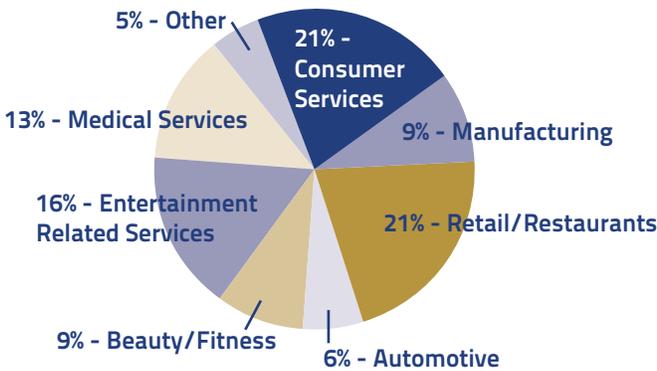




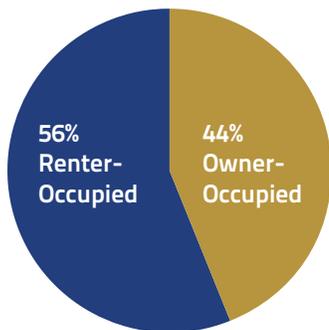
### BURBANK POPULATION GROWTH 1911-2010



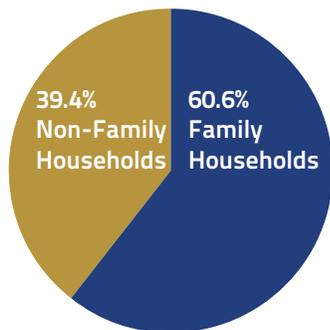
### TOTAL # OF BUSINESSES: 9,618 (Source: City of Burbank Economic Development Department)



### TOTAL # OF HOUSING UNITS: 44,309

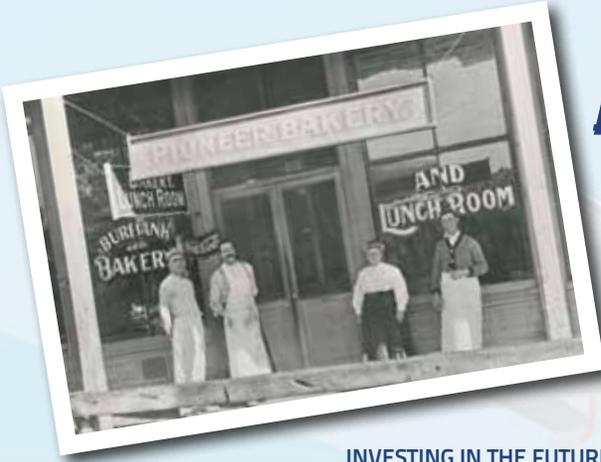
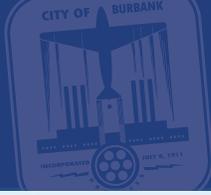


MEDIAN VALUE OF OWNER-OCCUPIED HOUSING UNITS (2005-09): \$619,700



MEDIAN HOUSEHOLD INCOME: \$62,255





## A BRIEF HISTORY OF BURBANK

Burbank is a city built by People, Pride, and Progress. These three ingredients turned a tiny, rural town into the thriving community it is today.

In the beginning, the land occupied by the present City of Burbank was part of two large Spanish land grants. The first was the vast Rancho San Rafael, granted to Don Jose Maria Verdugo by the Spanish government in 1798. Nearby, Rancho La Providencia was created following Mexico's successful bid for independence from Spain in 1821. The real history of the City, though, began when a New Hampshire dentist headed west with the thousands of other Americans seeking new opportunities.

### INVESTING IN THE FUTURE

Dr. David Burbank was active in Los Angeles real estate when he purchased portions of both ranchos in 1867. He combined them into a large ranch where he raised sheep, built a ranch house (on what was later Warner Bros. backlot) and occasionally sold off small plots of land. Realizing that bringing in the railroad would increase the value of his ranch, Dr. Burbank sold the Southern Pacific Railroad a stretch of right-of-way for one dollar. The first train passed through Burbank on April 5, 1874. During the rate war between the Santa Fe and Southern Pacific railroads, low fares brought people streaming into California and Dr. Burbank once more seized the opportunity. In 1886, he sold his property to a group of land speculators for \$250,000 and the Providencia Land, Water and Development Company was formed.

The speculators subdivided the property into a business district, small farms and residential lots. They opened the tract for sale on May 1, 1887, and the town of Burbank was born. The population of the town was 500 when the voters approved incorporation in 1911.



### BURBANK CONTINUES TO GROW

The following years brought marked progress in Burbank's development. In 1917, civic leaders Ralph O. Church and Maurice Spazier convinced Walt Moreland to relocate his truck company to Burbank by offering him a free site to build. The Moreland Truck Company became Burbank's first major industry. For years afterward, the Moreland trucks traveled the highways of the world bearing the label "Made in Burbank." The 1920's saw a period of growth with the population increasing from 2,913 in 1920 to 16,622 in 1930.

### MOVIES AND AIRPLANES MOVE TO BURBANK

Burbank's continued growth was tied to aviation and entertainment. Both industries came to Burbank because of its location and the available space.



Aviation in the mid-1920's was still in its infancy when the Lockheed Aircraft Company purchased a piece of Burbank farmland, near a place called "Turkey's Crossing," and built a plant for the production of its planes. By the time the United States entered World War II, Lockheed had some 94,000 employees producing 19,000 planes. The wartime effort of the aviation industry had pushed Burbank's population to 53,899 in 1943.

The motion picture business also moved to Burbank in the 1920's. First National Pictures bought up a 78-acre site on Olive Avenue near Dark Canyon. The company was soon taken over by another young company founded by four brothers by the name of Warner. On October 23, 1927, motion picture history was made when Warner Bros. released the first all-talking movie, *The Jazz Singer*, starring Al Jolson. Other companies soon followed. Columbia Pictures purchased property in Burbank as a ranch facility, using it primarily for outdoor filming. Walt Disney's company, which had outgrown its Hollywood quarters, bought 51 acres in Burbank. Disney's million-dollar studio was completed in 1939 on Buena Vista Street.

### THE CHANGING FACE OF THE CITY

A post World War II real estate boom left few undeveloped areas in the community. The National Broadcasting Company moved its network television headquarters to its new location at Olive and Alameda avenues. By 1962, NBC's multi-million dollar, state-of-the-art complex was completed. As well, on June 28, 1978, the airport was purchased from Lockheed through a Tri-city authority. The Burbank-Glendale-Pasadena Airport, re-named in 2003 to Bob Hope Airport to commemorate the entertainer's great contributions to Burbank, is the largest privately owned municipal airport in the United States.



In 1989, the Golden Mall, was re-opened and traffic again flowed down San Fernando Boulevard after 20 years as an outdoor pedestrian mall. The downtown area was revitalized with a wide variety of restaurants and multi-screen movie theaters. Additionally, when Lockheed announced in 1990 that it would be closing its Burbank operations, the City began efforts to see that the 325 acres were recycled into new development projects.

The City Council also began cablecasting their meetings on public television in 1987. The use of public access cable television has expanded citizen participation with government and catapulted Burbank into the 21st Century.

**A NEW MILLENIUM**

As Burbank entered the 21st Century, the face of the city continued to evolve. The Golden State Area started to change dramatically with Lockheed's announcement in 1990 that it was closing all of its Burbank operations. This opened up 103 acres for potential redevelopment as Lockheed's once busy factories were closed and demolished. After several years of negotiations and environmental cleanup, the B-1 site on Empire Avenue and Victory Place was developed by the Zelman Company into the Burbank Empire Center, a major shopping center complete with Costco, Target, Lowe's and other major stores.

The 2000s also saw changes to City offices and facilities. The site of the original City Hall, and later the Police Services building across from City Hall, was redeveloped into an office building marking the first time since at least 1916 that the property was not used as a government building. The Municipal Services building behind City Hall was demolished in 2001 after suffering damage in the 1994 Northridge Earthquake. Several City departments were relocated into existing buildings across from City Hall and portable trailers until the new Community Services building opened in 2008.



**STRONG SENSE OF COMMUNITY**

Burbank continues to provide a high quality of life for its residents while promoting community engagement, as seen with projects like the Chandler Bikeaway, Stough Canyon Nature Center, Robert R. Ovrom Park and a new and expanded state-of-the-art Buena Vista Branch Library. In 2005, Connect with Your Community was established with the mission to create opportunities, projects and partnerships (between residents, non-profits, City employees, etc.) that strengthen the local non-profit and community service agenda. Accordingly, in 2008 and 2010, the City of Burbank was named one of the nation's 100 Best Communities for Young People for its efforts to provide experiential and multifaceted learning opportunities for its youth.

Expanding upon its community engagement and transparency efforts, while incorporating emerging technology, the City created and continues to pro-actively implement a comprehensive communications program utilizing various forms of media, including a revamped website launched in 2009. Residents, business owners and visitors can browse the City's website and access up to date information on City and

community events, City Council meetings, take advantage of City programs and services, and so on.

Additionally, communications with employees, residents and businesses are improved through a new electronic newsletter and monthly newsletter mailed with each utility bill.

**EMBRACING THE FUTURE AND HONORING THE PAST**

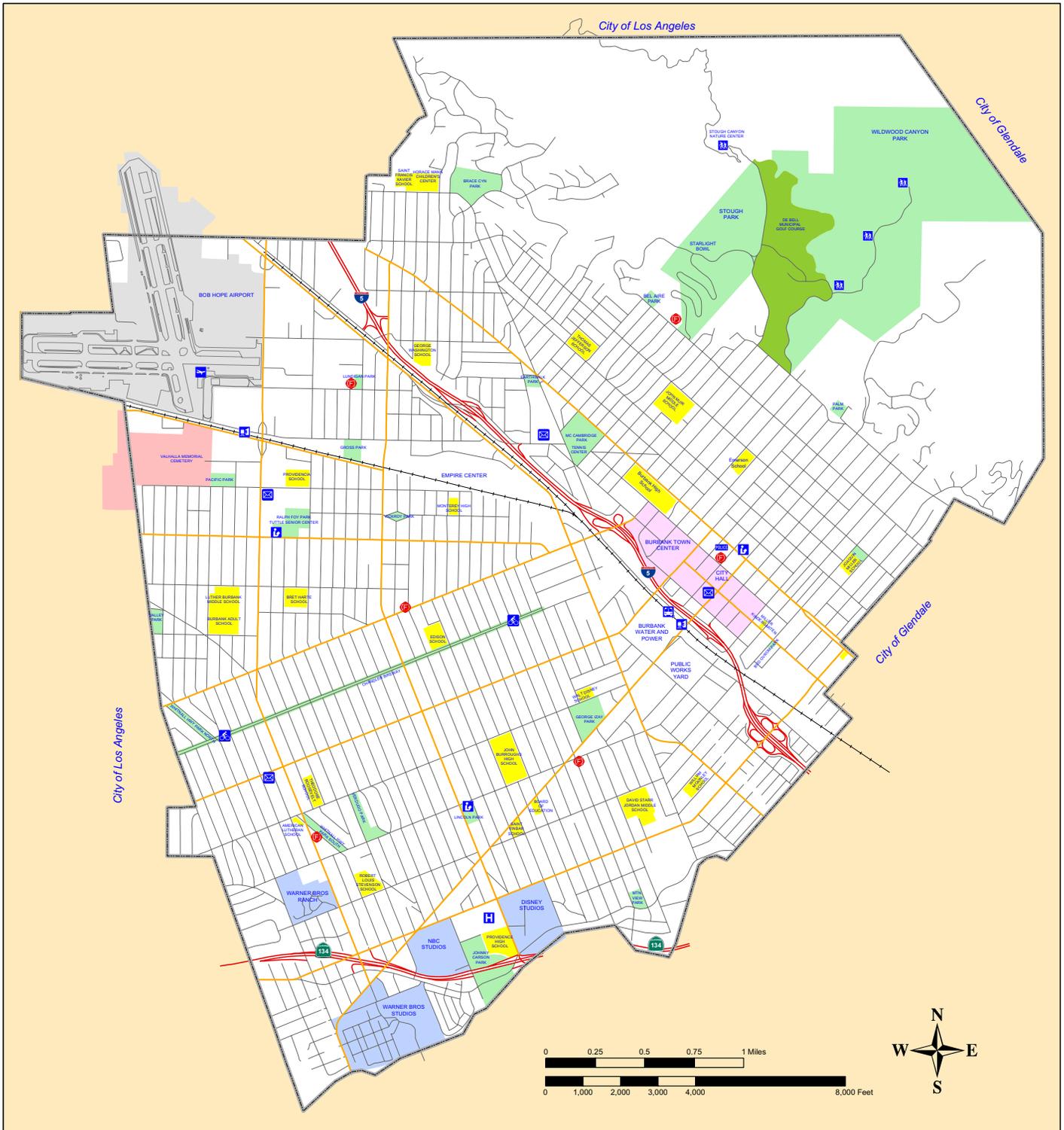
Presently, Burbank maintains its long standing relationship with Warner Bros. and Disney and is now home to hundreds of media and related support companies such as ABC, Cartoon-Network Studios, Nickelodeon Animation, Yahoo!, Clear Channel, and other post production, film processing, special effects, equipment rental and related businesses. As such, Burbank is happily referred to as the "Media Capital of the World."

Finally, 2011 marked Burbank's Centennial year. The City honored its important birthday with "100 & More Ways to Celebrate Burbank," which included 100 community events for residents and visitors alike with the following mission: **Create civic pride, foster and highlight community partnerships, honor the past, celebrate the present, and anticipate the future.** In accordance with that mission, on July 8, 2011, the community proudly commemorated the 100th anniversary of its incorporation date with a monumental "Party of the Century" in Downtown Burbank. The celebration was such an exemplary community event that the City was recognized by the California Downtown Association with an Excellence Award in the category of Special Events & Promotions.

Throughout its 100 year history, Burbank has embodied a forward-thinking city that provides a high quality of life and strong sense of community to its residents. In keeping with this tradition, the City will continue to combine twenty-first century technology with the same small-town feel that will make Burbank an ideal place to live, work and play in for years to come.



# CITY OF BURBANK MAP



*Always in motion is the future.*

*- Yoda*

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