



TOWN OF FAIRFAX

142 BOLINAS ROAD, FAIRFAX, CALIFORNIA 94930
PHONE (415) 453-1584 / FAX (415) 453-1618

October 28, 2009

Judy Chapman, Foreperson
Marin County Grand Jury
3501 Civic Center Drive
San Rafael, CA 94903

SUBJ: Grand Jury request for specific information about the makeup and operation of the Town Council.

Dear Ms. Chapman:

The Town of Fairfax is pleased to respond to your request for information regarding specific information about the makeup and operation of the Town Council. The specific data requested is outlined below:

1. The purpose of this group, its Mission Statement and Goals

The purpose of the Town Council is to act as the legislative body of the Town as granted by the California Constitution. Fairfax is a general law Town with the Council/Manager form of government. See attached Ordinance 712 creating the Council/Manager form of government and The Vision, Mission and Core Values Statements. Also attached is the Town's Strategic Plan, which is updated annually.

2. Description of the community being served and what services are provided

The Town of Fairfax is located in the heart of Marin County surrounded by redwood trees and lush open space 25 miles north of San Francisco. The Town is bordered by the Town of San Anselmo to the east, and to the County of Marin in all other directions. The population is 7,434. Fairfax is a general law town with a five member council. The Fiscal year 2009/10 capital and operating budget is \$12.16 million. Direct services include Police, Public Works (Capital Improvement Projects, Street Maintenance, Park Maintenance, Facility Maintenance) and Planning, Building Inspection, Code Compliance, and Administration. Administration includes the Town Manager, Finance, Town Clerk, Community Resources Coordinator and an Administrative Assistant.

3. The makeup of the group, to include each appointed or elected member, identified by name and tenure in office

David Weinsoff, Mayor	November 2005-November 2009
Lew Tremaine, Vice Mayor	November 1999-November 2011
Susan Brandborg, Councilmember	November 1990-November 2009
Larry Bragman, Councilmember	November 2003-November 2011
Mary Ann Maggiore, Councilmember	November 2005-November 2009*

*Councilmember Mary Ann Maggiore has decided not to run for re-election. Her term will end in November 2009. Mayor David Weinssoff and Councilmember Susan Brandborg are currently running for re-election. The new Town Council will be seated on November 30, 2009.

4. Salary and any stipend or other form of monetary reimbursement for each Council Member

All five council members receive \$300 per month per the state government code. Council members serving on the Ross Valley Fire Board (Council members Tremaine and Maggiore) receive \$100 for each Fire Board meeting. The Fire Board typically meets once per month.

5. Total compensation and monetary reimbursement for each Board Member for 2007/08

The Fairfax Town Code has the following provision regarding compensation for the Town Council Members:

§ 2.08.080 COMPENSATION OF COUNCIL MEMBERS.

Each member of the Town Council shall receive the maximum salary permitted by Cal. Gov't Code § 36516, based upon the latest estimate of population for the Town of Fairfax made by the state's Department of Finance. The salary shall be exclusive of any amounts payable to each member of the Council as reimbursement for actual and necessary expenses incurred in the performance of official duties of the town.

(Prior Code, § 2.04.090) (Ord. 575, passed - -1988)

The current annual amount for each councilmember is:

David Weinssoff, Mayor	\$3600 for Town Council
Lew Tremaine, Vice Mayor	\$3600 for Town Council + \$1000 Fire Board
Susan Brandborg, Councilmember	\$3600 for Town Council
Larry Bragman, Councilmember	\$3600 for Town Council + \$1000 Paramedic Board
Mary Ann Maggiore, Councilmember	\$3600 for Town Council + \$1000 Fire Board

6. Number of support staff and positions

None of the Council Members have support staff.

7. A current copy of your annual budget

Please see the adopted fiscal year 2009/10 Town of Fairfax budget attached.

8. Description of qualifications and/or requirements necessary for Council members

Council members must be elected to office by registered voters in the town limits of Fairfax. Council members must live in the town limits, be over 18 and be registered to vote to qualify to run for office.

9. Rules governing tenure, if they apply

There are no rules governing tenure in the Town of Fairfax.

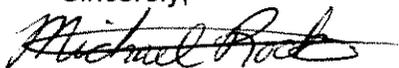
10. Fringe benefits for all Council members to include, as appropriate benefits listed below:

- a. Paid holidays**
- b. Other compensation not covered above**
- c. Retirement plan/benefits**
- d. Life and/or health insurance**
- e. Use of automobile**
- f. Per diem**
- g. Travel allowance**
- h. Awards (for example, airline miles programs)**

The only fringe benefit that Council members receive is a retirement contribution based on the stipend of \$3600 per year per Councilmember (see (c) above), which is \$780 per year for each Councilmember or \$3900 for all five per year. No other benefits, bonuses, club memberships, use of credit cards, access to low interest loans, discounts, paid parking, financial planning services or any other fringe benefits are budgeted for the Town Council.

Please feel free to call me at (415) 458-2345 if you have any questions.

Sincerely,

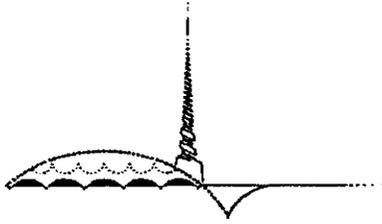


Michael Rock
Town Manager

Attachments:

1. Grand Jury Letter of Inquiry
2. Resolution 09-48 – Adoption of Vision, Mission, and Core Values Statement
3. Mission, Vision and Core Values Statement
4. Ordinance 712 – Establishing Town Manager position
5. Town Strategic Plan
6. Town Budget for Fiscal Year 2009/10

Attachments available from the Town Clerk



Marin County Civil Grand Jury

RECEIVED

OCT 13 2009

TOWN OF FAIRFAX

Town of Fairfax
142 Bolinas Road
Fairfax, CA 94930

Attention: Michael Rock, Town Manager

The Marin County Civil Grand Jury requests that you provide specific information about the makeup and operation of the Council, Board, District and or Agency that you represent. The Grand Jury is interested in receiving data related to the following:

- The purpose of this group, its Mission Statement and Goals.
- Description of the community being served and what services you provide.
- The makeup of the group, to include each appointed or elected member, identified by name and tenure in office.
- Salary and any stipend or other form of monetary reimbursement for each Board member.
- Total compensation and monetary reimbursement for each Board member for 2007/2008.
- Number of support staff and positions.
- A current copy of your annual budget.
- Description of qualifications and/or requirements necessary for Board members.
- Rules governing tenure, if they apply.
- Fringe benefits for all Board/Council/District members, to include as appropriate benefits listed below:
 1. Paid holidays
 2. Other compensation not covered above
 3. Retirement plan/benefits
 4. Life and/or Health insurance (include spousal/family coverage and cost if applicable)
 5. Use of automobile (include governing use policy)
 6. Per-diem (include governing policy with daily rates)
 7. Travel Allowance (include governing policy with rates)
 8. Awards (for example, airline miles programs)

9. Bonuses
10. Club memberships (include governing policy and regulations)
11. Use of credit card (include governing policy and regulations)
12. Access to low interest, low cost loans
13. Discounts
14. Paid parking, how much, location
15. Financial planning services
16. Other fringe benefits not listed

Please have the above information to us in written form no later than October 30, 2009.

Please mail the information to:

Judy Chapman, Foreperson
Marin County Civil Grand Jury
3501 Civic Center Drive, Room 275
San Rafael, CA 94903

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Judy Chapman', with a long horizontal flourish extending to the right.

Judy Chapman, Foreperson
Marin County Civil Grand Jury

RESOLUTION NO. 09-48

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF FAIRFAX
ADOPTING A VISION, MISSION, AND CORE VALUES STATEMENT**

WHEREAS, It is essential for an organization to have a clear sense of direction and a statement of its mission, vision and core values; and

WHEREAS, it is the desire of the Town Council to publicly declare the vision, mission and core values of the Town; and

WHEREAS, the mission statement clearly defines the purpose of the Town government and guides the actions of the Town government; and

WHEREAS, the vision statement serves to inspire, energize, motivate, and stimulate creativity, and looks to the long term future; and

WHEREAS, core values are the basic elements of how we go about our work and represent the practices we use every day in everything we do; and

WHEREAS, the core values will become part of the Town's performance appraisal system for all staff.

NOW THEREFORE BE IT RESOLVED, that the Town Council of the Town of Fairfax, adopts the vision, mission and core values statement attached hereto as Exhibit "A"

The foregoing Resolution was duly passed and adopted at a Regular Meeting of the Town Council of the Town of Fairfax held in said Town on the 5th day of August, 2009, by the following vote, to wit:

AYES:

NOES:

ABSENT:

David Weinsoff, Mayor

Attest:

Judy Anderson, Town Clerk

**TOWN OF FAIRFAX
MISSION, VISION and CORE VALUES**

MISSION STATEMENT

Fairfax is committed to People, Nature, and Culture.

VISION STATEMENT

We are a small town and we seek to retain our small town character. We feel this is essential to being a strong and supportive community. Our Town is progressive and so we value civic engagement by all our residents. Our vision is one of sustainability achieved by creating and preserving open space, building walking and bicycling paths, supporting our unique small businesses, striving for zero waste, banning pesticides, and reducing our carbon footprint.

We pride ourselves as a socially, economically and politically diverse community. We encourage our citizens to be actively engaged in all facets of our community life.

CORE VALUES

PUBLIC SERVICE

We are first and foremost a public service organization. The Town strives to provide the best possible service to meet the needs of the day of all the residents of Fairfax.

TEAMWORK

The Town staff and leadership seek to work as a team to accomplish the vision, mission and goals of the Town. This means teamwork is a part of everything we do. Successful teams have good communication, are supportive, flexible and accountable to all team members.

HIGH PERFORMANCE

We strive for high performance in everything we do. We never stop striving to improve. New thinking generates new ideas and new solutions. So we welcome "thinking outside the box" in finding innovative and cost-effective ways to accomplish the Town's goals. For Fairfax, high performance includes implementing our best practices and promoting an atmosphere of taking risks to achieve superior results.

RESPECT

In Fairfax, we believe that respect of others is a fundamental requirement for operating a successful and professional organization. The Town will provide equitable service to all and will respect residents, business owners, customers, each other, and our natural environment.

ORDINANCE NO. 712

**AN ORDINANCE OF THE TOWN OF FAIRFAX
AMENDING THE FAIRFAX TOWN CODE TO REPLACE SECTION 2.08 OF THE TOWN
CODE TO CREATE AND ESTABLISH THE POSITION OF TOWN MANAGER**

The Town Council of the Town of Fairfax does hereby ordain as follows:

SECTION 1: The entire Chapter 2.08 of the Town of Fairfax Municipal Code is to be completely replaced by the following sections:

Section 2.08.010 **“Office Established.** The office of Town Manager of the town is created and established.”

Section 2.08.020 **“Appointment - Term.** The Town Manager shall be appointed by the Town Council solely on the basis of his/her executive and administrative qualifications and ability. He/she shall hold office at and during the pleasure of the Town Council, subject to the provisions of Section 2.08.110.”

Section 2.08.030 **“Residency Requirement.** Residency in the town of Fairfax at the time of appointment of the Town Manager shall not be required as a condition of appointment or service. The Town Manager shall be required to be a resident of the county of Marin.”

Section 2.08.040 **“Eligibility of council members.** No person elected to membership on the town council shall, subsequent to such election, be eligible for appointment to the office of Town Manager until at least one year has elapsed after he/she has ceased to be a member of the town council.

Section 2.08.050 **“Pro tempore Town Manager.** The Town Manager shall designate, subject to the approval of the town council, one of the other officers or department heads of the town to serve as Town Manager pro tempore during the temporary absence or disability of the Town Manager. In case of the absence or disability of the Town Manager and his/her failure to so designate an administrator pro tempore, the council may designate some duly qualified person to perform the duties of the Town Manager during the period of absence or disability of such Town Manager; subject, however, to such person furnishing a corporate surety bond conditioned upon faithful performance of the duties required to be performed as set forth in this chapter.

Section 2.08.060 **“Compensation.** The Town Manager shall receive such compensation and expense allowances as the town council shall, from time to time, fix and determine by resolution.

Section 2.08.070 **“Powers and duties.** The Town Manager shall be the administrative head of the government of the town under the direction and control of the town council, except as otherwise provided in this chapter. He/she shall be responsible for the efficient administration of all the affairs of the town which are under his/her control. In addition to his/her general powers as administrative head, and not as a limitation thereon, it shall be his/her duty and he/she shall have the powers set forth in the following subsections:

A. Enforcement of Laws. To see that all laws and ordinances of the town are duly enforced and that all franchises, permits and privileges granted by the town are faithfully observed;

B. Control of Officers and Employees. To control, order and give directions to all heads of departments, and to subordinate officers and employees of the town through their department heads; transfer employees from one department to another; and consolidate or combine officers, positions, departments or units under his/her direction.

C. Appointment and Removal of Certain Officers. Subject to, and in accordance with, civil service and town personnel ordinances and regulations, to appoint, remove and demote any appointive officers and employees except the town attorney; provided, however, the appointment, removal or demotion of department heads shall require prior approval by the town council.

D. Representation of Town. To represent the town in its negotiations and working relationships with the state, the county and other governmental jurisdictions; provided that any contracts negotiated for the exchange of services from any such other governmental jurisdiction shall be subject to approval by the town council;

E. Attendance at Council Meetings. To attend all meetings of the town council unless excused therefrom by the council;

F. Recommend Ordinances. To recommend to the town council for adoption such measures or ordinances as he/she deems necessary or expedient;

G. Advise as to Finances. To keep the town council at all times fully advised as to the financial condition and needs of the town;

H. Preparation of Budget. to prepare and submit the proposed annual budget and the proposed salary plan to the town council for its approval;

I. Purchase of Supplies. Subject to and in accordance with the town purchasing ordinance, to direct and supervise the purchase and acquisition in any lawful manner of all property, equipment, services, materials and supplies for the town and for all departments and divisions thereof; provided, the purchase or acquisition thereof has been approved by the town council or is included in a budget which has been approved and adopted by the town council. No expenditure shall be submitted or recommended to the town council except on report or approval of the Town Manager;

J. Investigations of Town Affairs. To make investigations in the affairs of the town or any department or division thereof and any contract for the proper performance of any obligations running the town.

K. Investigation of Complaints. To investigate all complaints in relation to matters concerning the administration of the town government and in regard to services maintained by public utilities in the town and to see that all franchises, permits and privileges granted by the town are faithfully performed and observed;

L. Supervision of Public Property. To exercise general supervision over all public buildings, public parks and all other public property which is under the control and jurisdiction of the town council;

M. Devotion of Entire Time to Duties. To devote full time to the duties of his/her office and the interests of the town;

N. Performance of Delegated Duties. To perform such other duties and exercise such other powers as may be delegated to him/her from time to time by ordinance or resolution or other action of the town council;

O. Attendance at Commission and Board Meetings. To attend all meetings of any commissions or boards heretofore or hereafter created by the town council upon his/her own volition or upon direction of the town council. At any such meetings that he/she attends, the Town Manager shall be heard by such commissions and boards as to all matters upon which he/she wishes to address them.

Section 2.08.080 “Council Manager Relations. The Town Council and its members shall deal with the administrative services of the Town only through the Town Manager, except for the purpose of inquiry, and neither the Town Council nor any member thereof shall give orders to any subordinates of the Town Manager. The Town Manager shall take his orders and instructions from the Town Council only when sitting in a duly held meeting of the Town Council and no individual Council Member shall give any orders or instructions to the Town Manager. No individual Council Member shall give any orders or instructions to the Town Manager, except the Mayor or Vice Mayor, or Acting Mayor in the case of emergency.

Section 2.08.090 “Duty to assist Town Manager. It is the duty of all subordinate officers and the town attorney to cooperate with and assist the Town Manager in administering the affairs of the town most efficiently, economically and harmoniously so far as may be consistent with their duties as prescribed by the laws and ordinances of the town.

Section 2.08.100 “Suspension - Removal.

A. Removal or suspension of the Town Manager shall be only by the affirmative votes of at least three members of the town council at a regular meeting of the council.

B. The Town Manager shall not be removed from office during or within a period of ninety days next succeeding any general municipal election held in the town at which election a member of the town council is elected. The purpose of this provision is to allow any newly elected member to the town council, or a reorganized town council, to observe the actions and ability of the Town Manager in the performance of the powers and duties of his/her office. After the expiration of such ninety-day period aforementioned, the provisions of subsection A of this section as to the removal of the Town Manager shall apply and be effective.

Section 2.08.120 “Exclusion from civil service. The office of the Town Manager is specifically excluded from the civil service or personnel system of the town, and the Town Manager shall not

be entitled to the benefits, advantages or protection of such civil service or personnel system of the town he/she shall not be subject to the procedures outlined or prevailing in such system.

SECTION 2: Copies of the foregoing ordinance shall within fifteen (15) days after its final passage and adoption be posted in three public places in the Town of Fairfax, to wit:

- (a) Bulletin Board, Fairfax Town Offices, Town Hall;
- (b) Bulletin Board, Fairfax Post Office; and
- (c) Bulletin Board, Fairfax Women's Club Building, which said places are hereby designated for that purpose, and shall be in full force and effect thirty (30) days from after its final passage and adoption.

The foregoing ordinance was duly and regularly introduced at a regular meeting of the Town Council of the Town of Fairfax held in said town on the 22nd day of June, 2005 and thereafter adopted on the 6th day of July, 2005 by the following vote, to wit:

AYES: Bragman, Egger, Tremaine

NOES: Brandborg, Ghiringhelli

ABSENT: None

MAYOR

ATTEST:

Town Clerk

Town of Fairfax

Town Goals and Strategies

2007

Accepted by the Town Council December 5, 2007

Background:

Beginning in January 2006, the Town Council determined that working together on mutually-agreeable Town goals and objectives was a priority of the Council. This process entailed separately scheduled and noticed public Strategic Planning meetings which were held approximately once a month on Saturdays. One important outcome of this process was the collection of goals from each Council Member and then a ranking of the goals by all Council Members. The result was a document which listed goals in ranked order in different priority subject areas.

In order to focus the Town Council, community and staff's efforts on the top goals, this document takes the top three goals identified in each priority area and adds strategies, or implementation measures. If closely related, some goals were collapsed from the original ranked listing and others became strategies if they were more in line with implementation.

Purpose:

The purpose of this Goals and Strategies document is to focus the Town's efforts, Council and staff time and finances on those high-priority areas identified by the Town Council, reflecting the will of the community. The priority areas and goals are identified here; the implementation of such goals requires policies and effort on the part of the Town Council, staff, and in some cases, volunteer committees and the community, in order to bring these goals to fruition.

The long-term intent of this document is to serve as a focal point that all interested parties can revisit from time to time, and that staff can update with respect to the status of each strategy employed to implement each goal. Goals may be amended, added, revised, etc. as desired by the Town Council in future years. The intent is not to create a rigid structure, but rather a focal point of mutual agreement for the Council to use as direction to staff on priorities.

The original inclusive goal ranking document is also included as an Appendix for reference.

PRIORITY SUBJECT AREA #1: Environment/Sustainability

GOAL 1.1: Create Extensive Bike Paths and Sidewalks in Fairfax

	Strategies	Departments Responsible	Status	Updated Status May 2008	Updated Status May 2009
1.1.a.	Maximize Non-Motorized Transportation Program funding	Public Works & Town Council	County approved in 4/07 four projects in or beneficial to Fairfax: new sidewalk at Library; new sidewalk on Pastori; Parkade improvements study; San Rafael-Fairfax Corridor Study (Fairfax Public Works Director is lead coordinator)	New sidewalk on Pastori in design phase; Corridor Study to begin in the next month or two	<u>Pastori Sidewalk partially complete</u> <u>Corridor Study is underway. Complete in June 2009</u>
1.1.b.	Maximize Safe Pathways to School grant opportunities	Public Works	Two applications approved for 07-08		
1.1.c.	Maximize Safe Routes to School funding opportunities	Public Works	Manor Circle Safe Routes to School ped/bridge installation 5/07 with SDF/Oak Tree Lane crosswalk project to be completed in 2007	SDF/Oak Tree Lane Ped Xing Completed April 2008	
1.1.d.	Pursue funding opportunities and grants for sidewalk repair and bike lanes and paths	Public Works; Town Manager	Ongoing as opportunities arise		<u>TAM may have some funding in the next cycle for NMTTP</u>
1.1.e.	Replacement/upgrade of sidewalks in downtown to widen sidewalks, encourage <u>walkability</u> , ambience and economic activity	Public Works/Town Manager	Design and cost estimates needed; source of financing to be determined	Measure K identified as a source of funding. Design of downtown sidewalk and beautification plan to begin next month	<u>Bolinas Road design underway. Construction in Fall 2009</u>

GOAL 1.2: Reduce 20% of Carbon Emissions by 2020 in Fairfax

	Strategies	Departments Responsible	Status	Updated Status May 2009
1.2.a.	Reactivate membership in ICLEI and follow ICLEI guidelines for Local Action Plan	Town Manager	ICLEI membership renewed; ICLEI volunteer group formed and emissions inventory is being performed	<u>Emissions inventory complete in June 2009.</u>
1.2.b.	<u>Create a Climate Action Plan</u>	Public Works	<u>Work with Climate Action Director and ICLEI</u>	<u>Council to consider Adopting Climate Action Plan in December 2009</u>
1.2.c.				

GOAL 1.3: Create Solar Panel Energy Saving Opportunities in Town; Foster; Foster installation of solar panels on 100 rooftops in Fairfax

	Strategies	Departments Responsible	Status	<u>Updated Status May 2008</u>	<u>Updated May 2009</u>
1.3.a.	Eliminate permit fee for solar installations	Town Council & Planning/Building	Completed 9/06		
1.3.b.	Seek funding for solar installations on Town buildings	Town Manager & Public Works	Currently seeking CREBs zero interest bond	Received \$250K CREB zero interest bond and will go out to competitive bid for installation of solar panels in June 2008	<u>Solar Panels installed on Pavilion as of May 2009.</u>
1.3.c.					

PRIORITY SUBJECT AREA #2: Economic/Financial

GOAL 2.1: Complete a Five-Year Strategic Financial Plan

	Strategies	Departments Responsible	Status	Updated Status May 2008	Updated Status May 2009
2.1.a.	Complete Strategic Financial Plan document and adopt by Council	Town Manager; Finance; Town Council	Draft #2 presented to all Town Commissions and Committees 5/07; posted on website 3/07. 4 drafts presented publicly. Next step to adopt and implement.	<u>Adopted by Council on December 5, 2007</u>	
2.1.b.	Implement policies and strategies agreed to and outlined in Strategic Financial Plan	Town Council; Town Manager; Finance	Town Council held joint meeting on Police 6/07, and subcommittee on shared services formed and is meeting. Explored Public Works management sharing with San Anselmo. Fire Board exploring expansion of JPA. Two-tiered safety retirement system in negotiation.	Fairfax and San Anselmo agreed to share Senior Civil Engineer. Expansion of RVFD JPA in the works.	<u>Sr. Civil Engineer recruitment underway. Start date of August 2009.</u>
2.1.c.					

GOAL 2.2: Vigorous Pursue pursue all Available State, Federal and Insurance Funding to reimburse the Town for Flood-related Expenditures

	Strategies	Departments Responsible	Status	Updated Status May 2008	Updated May 2009
2.2.a.	Work with OES to ensure all FEMA project worksheets are accepted and funding provided; pursue appeals	Town Manager; Public Works	Ongoing	Scope of Work and Funds have been approved by FEMA for Creek Road Bridge,	<u>All projects requested have been approved by FEMA and OES except the Cascade culvert.</u>
2.2.b.	Lobby County, State and Federal representatives to assist with flood recovery	Town Council	State Senator and Congresswoman currently engaged in assisting Fairfax		
2.2.c.	Create a position devoted to flood financial recovery	Town Manager/Public Works Director	With one-time SB418 monies, a proposal is before Council 12/5/07 to create such a position	Hired Yvonne Roberts as a Management Analyst in January 2008	<u>Yvonne has recovered a total of over \$1 million in FEMA \$\$ since her arrival</u>

GOAL 2.3: Expand Downtown Commerce and Tax Base; Identify and Implement Concrete Steps that will Boost the Financial Health of the Downtown Sector

Town of Fairfax Strategic Plan – Goals and Strategies

	Strategies	Departments Responsible	Status	Updated Status <u>May 2008</u>	Updated <u>May 2009</u>
2.3.a.	Review Economic Development Advisory Committee recommendations and determine which to pursue	Town Council	Town Council response to recommendations integrated in Strategic Financial Plan		Have implemented 2-tiered retirement with POA. Many other savings will be implemented by July 2009. See separate Measure F Report.
2.3.b.	Pursue funding opportunities to assist the retail sector	Town Manager; Finance; Planning/Building; Public Works	PG&E economic development grant not awarded. Will seek other grant opportunities.		
2.3.c.	If funding becomes available, work with Chamber to fund a program to focus on business recruitment and retention and filling vacant storefronts	Town Manager	Seeking funding	Hired <u>Economic and Environmental Sustainability</u> Consultant with half of cost to be funded by Chamber of Commerce	<u>Recommend one more year of Econ. And Environ. Sustainability Coord. At a cost of \$5K to be shared by the Chamber and the Town</u>
2.3.d.	Reduce impact of periodic flooding on downtown businesses	Town Manager, Public Works	Flood gate grant program proposed	Funded \$12K for Flood Gate Program to businesses from Excess ERAF monies	<u>A total of 11 businesses took advantage of the flood gate grant program</u>

PRIORITY SUBJECT AREA #3: Planning/Sustainable Development Goals

GOAL 3.1: Complete the Town General Plan

	Strategies	Departments Responsible	Status <u>May 2008</u>	Status Update <u>May 2009</u>
3.1.a.	Joint Council – Planning Commission meeting to discuss mixed use overlay and General Plan issues	Town Council; Planning Commission; Planning/Building; Town Manager	Joint meeting of Town Council and Planning Commission held 9/07	<u>General Plan Elements are progressing thru PC and Town Council. Total General Plan Updated by November 2009.</u>
3.1.b.				
3.1.c.				

GOAL 3.2: Implement a Policy which Encourages Legalization of Second Units Including the Waiver of Fees and Penalties for Second Units Discovered During Resale Inspections

	Strategies	Departments Responsible	Status <u>May 2008</u>	Status Update <u>May 2009</u>
3.2.a.	Adopt second unit amnesty ordinance	Town Council; Planning. Building	Ordinance adopted 10/07	<u>Ordinance Extended thru Jan 31, 2010</u>
3.2.b.				
3.2.c.				

GOAL 3.3: Make Existing Town-wide Easements Through Neighborhoods Open and Safe for Hiking and Emergency Evacuation

	Strategies	Departments Responsible	Status	Updated Status <u>May 2008</u>	Updated <u>May 2009</u>
3.3.a.	Support Fairfax Volunteers' and Volunteer Board's efforts to clear and mark trails	Town Council; Town Manager; Public Works; Planning/Building	Town Council endorsed Volunteers' trail marking project 5/07 Public Works supports trail clearing projects by pick up of brush left by volunteers – as events occur.	Trail Marking completed in First Phase (Deer Park) April 2008 as part of Earth Day Events	<u>Several trail markings completed in 2009. More planned.</u>
3.3.b.					
3.3.c.					

PRIORITY SUBJECT AREA #4: Town Service Goals

GOAL 4.1: Create a Plan to Hire, Develop and Retain Town Staff

	Strategies	Departments Responsible	Status	Updated Status May 2008	Updated Status May 2009
4.1.a.	Maintain fair and competitive salaries and benefits for Town staff	Town Council; Town Manager	Three-year labor contracts adopted 9/06	COLA of 5% for MAPE, 4% for POA and 3% for Management Staff to take effect July 1, 2008	
4.1.b.	Ensure that employee performance evaluations are conducted at least annually	All managers and supervisors; Town Manager	Ongoing	All performance evaluations are conducted at least once per year	<u>All performance reviews are conducted annually. A pay-for-performance system recommended for Management Unit</u>
4.1.c.	Provide annual training and professional development opportunities for all staff	Town Manager; All Department Heads; Town Council	Ongoing; based on budgetary resources	Budgeted monies in all departments for professional training	<u>Professional Organizational Memberships are budgeted. Cut \$\$ for some Conferences</u>

GOAL 4.2: Revitalize Infrastructure: Streets, Drains, Bridges, Sidewalks

	Strategies	Departments Responsible	Status	Updated Status May 2008	Updated May 2009
4.2.a.	Implement remainder of Measure K projects with balance of funding	Public Works	Ongoing	Measure K Projects that are in progress or completed this year: Repainting the Pavilion; Pastori Storm Drain Replacement; Women's Club Improvements; Park and Hill Road Overlay	<u>All Measure K \$\$ have been bonded. All approved projects are underway. Measure K Committee will meet in June 2009 to authorize all remaining \$\$</u>
4.2.b.	Complete FEMA projects	Public Works; Town Manager	Ongoing	Town Hall and Fire Station renovations are complete; Creek Road Bridge out to bid; 300 Olema Project ready to go	<u>FEMA Projects approved. All will be complete by Summer 2010.</u>
4.2.c.	Seek new infrastructure funding and grants	Public Works; Town Manager	Prop. 1B allocation of \$400K currently being monitored as to when it will be provided to Town.	Prop 1B check is in the mail	<u>Prop 1B Projects complete. ARRA project funded for SFD Blvd. Overlay</u>

Town of Fairfax Strategic Plan – Goals and Strategies

4.2.d.	Draft 5-year Capital Improvement Program	Public Works; Finance	Planned for FY 08-09 budget As time permits	Master CIP list approved by Council in April 2008	Master CIP List for FY 2009/10 will be approved with the Town Budget
4.2.e.	Formulate policy and strategy for non-Town maintained roads	Town Manager; Town Council; Public Works	Draft policy will return to Council for consideration in 2008	Council approved Cooperative Agreement in April 2008 for Non-Town Maintained Roads	

GOAL 4.3: Have Town Facilities in Fully Functional Operation; refers to Flood recovery

	Strategies	Departments Responsible	Status	Updated Status May 2008	Updated Status May 2009
4.3.a.	Complete building renovations	Public Works; Planning/Building; Town Manager	Town Hall in operation 8/07. Police Department 75% complete; Fire Station 50% complete. Flood gates to be installed.	Town Hall, Police and Fire Stations are 100% complete. Flood gates have been installed at Town Hall.	
4.3.b.					
4.3.c.					

PRIORITY SUBJECT AREA #5: Culture/Community Goals

GOAL 5.1: Maintain Our Diverse Population: Young/Old, Professional, Artistic, Ethnic and Racial Groups; Address Community Culture Issues

	Strategies	Departments Responsible	Status	Updated Status May 2008	Updated Status May 2009
5.1.a.	Create new affordable housing opportunities	Town Council; Planning/Building	Housing Element certification pending Mixed-use Overlay Ordinance	Mixed Use Overlay to Council for consideration on May 21, 2008	<u>Affordable Housing Committee Created. Three sites identified for possible affordable housing units. Possible grant funding from MCF</u>
5.1.b.					
5.1.c.					

GOAL 5.2: Create a New Note of Civility; Have Respect and Support for New Ideas; Implement a “Let’s Try It” Attitude; Create an Environment of Better Treatment of Each Other

	Strategies	Departments Responsible	Status	Updated Status May 2008	Updated May 2009
5.2.a.	Implement and stick to tenets of Civility Resolution adopted in 2004	Town Council; Town Manager; All Departments	Town Clerk to post Civility Resolution at each Council meeting. Civility wording was added to Agendas.	Council considering adopting a Vision, Mission and Core Values statement in May 2008	<u>Mission, Vision and Core Values Statement adopted May 6, 2009.</u>
5.2.b.					
5.2.c.					

GOAL 5.3: Create a Historic Planning District to Rebuild Downtown in the Same Flavor as it is Now; Implement a Downtown Historical District which will Preserve and Protect the Core Retail Area in Fairfax

	Strategies	Departments Responsible	Status	Updated Status May 2008	Updated May 2009
5.3.a.				Council to consider creating a Redevelopment Agency (RDA) to sustain and assist downtown businesses	<u>On Hold pending May 21, 2009 election and outcome of lawsuit against State for taking \$335 million in RDA funds to balance the state budget in 2008.</u>
5.3.b.					
5.3.c.					

PRIORITY SUBJECT AREA #6: Youth Goals

GOAL 6.1: Support the Work of the Fairfax Youth Project, Providing After-School Care for Students in Grades 5 to 8

	Strategies	Departments Responsible	Status May 2008	Updated Status May 2009
6.1.a.	Authorize contract for continued operation of Fairfax Youth Program at Youth Center	Town Council; Town Manager	Contract renewed for FY07-08 in 6/07	Contract with CAM through June 2010. Funding after June 2010 subject to status of Measure F and CAM funding
6.1.b.	Expand the Fairfax Youth Project to provide youth training in digital media productions			
6.1.c.				

GOAL 6.2: Create a Coffeehouse/Meeting Place for Teens

	Strategies	Departments Responsible	Status May 2008	Updated Status May 2009
6.2.a.	Youth and Alcohol Task Force created a pilot teen coffee house	Town Council Youth and Alcohol Subcommittee	Seeking funding and volunteers to continue success of 12/06 pilot	
6.2.b.				
6.2.c.				

GOAL 6.3: Have More Involvement of Teens in Financial Growth

	Strategies	Departments Responsible	Status	
6.3.a.				
6.3.b.				
6.3.c.				

PRIORITY SUBJECT AREA #7: Public Safety and Emergency Preparedness Goals

GOAL 7.1: Enhance Disaster Preparedness, Response and Recovery Planning

	Strategies	Departments Responsible	Status	Updated Status May 2008	Updated May 2009
7.1.a.	Put Town emergency warning system in place	Town Manager; Ross Valley Fire; Police Department	First siren installed 4/07; another is underway to be installed, and the third is under study; activation policy being drafted	All sirens are installed and tested once per month	<u>Cascade Siren to be installed Summer of 2009</u>
7.1.b.	Complete Town-wide Disaster-Management Planning and Neighborhood Notification Program. Continue to cultivate neighborhood disaster preparedness including a database of special needs and restoration of public rights of way	Volunteer Board; Police Department; Town Manager	Continuing to support CERT program through publicity; supporting new "Get Ready" program in Ross Valley through Ross Valley Fire coordination efforts		
7.1.c.	Continue the work of the Disaster Council formed 7/06	Town Manager; Town Council	Regular meetings held at least every other month	Disaster Council meets once per month	<u>Disaster Council meets quarterly</u>
7.1.d.	Update Flood Hazard Mitigation Plan	Town Manager	Contract awarded to Paula Schulz 6/07; work is ongoing, public meetings underway	Flood Mitigation Plan in a public draft review and to Council for adoption in June 2008	<u>Flood Mitigation Plan approved by Town and FEMA</u>

GOAL 7.2: Reduce or Eliminate the Impact of Periodic Flooding on Town Hall Structures

	Strategies	Departments Responsible	Status May 2008	Updated Status May 2009
7.2.a.	Flood-proofing measures installation with building renovation	Public Works; Planning/Building	Town Hall had water barrier installed during renovation. Flood gate plan for Town Buildings under review	<u>Flood gates installed on Town Hall</u>
7.2.b.				
7.2.c.				

GOAL 7.3: Maintain the Current Excellent Public Safety Services Provided by Fairfax Police and Ross Valley Fire

	Strategies	Departments Responsible	Status May 2008	Updated Status May 2009
7.3.a.	Maintain fair and competitive salaries and benefits for Police	Town Council; Town Manager	Three-year union contract authorized 9/06	<u>Currently negotiating a POA MOU. Current MOU expires June 30, 2009.</u>
7.3.b.	Ensure that any service-sharing and/or consolidation proposals for Police and	Town Council; Fire Board	Service-sharing subcommittee formed with Town of San Anselmo 6/07	<u>A Consolidated Police Dispatch Service studied in 2008 and 2009 but not</u>

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	Fire do not result in negative service and morale impacts			<u>implemented</u>
7.3.c.				

PRIORITY SUBJECT AREA #8: Political Goals

GOAL 8.1: Campaign Finance Reform

	Strategies	Departments Responsible	Status
8.1.a.			
8.1.b.			
8.1.c.			
8.1.d.			

GOAL 8.2: Establish Fairfax as a Peace Community in Opposition to the Destructive and Illegal Domestic and Foreign Policies of the Bush Administration and the Federal Government

	Strategies	Departments Responsible	Status
8.2.a.			
8.2.b.			
8.2.c.			

GOAL 8.3: (none)

	Strategies	Departments Responsible	Status
8.3.a.			
8.3.b.			
8.3.c.			