

# **Town of Fairfax**

## ***Town Goals and Strategies***

**2007**

**Accepted by the Town Council December 5, 2007  
Status Updated May, 2009**

### 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**

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	<b>Updated Status May 2008</b>	<b>Updated Status May 2009</b>
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)	<b>New sidewalk on Pastori in design phase;</b>  <b>Corridor Study to begin in the next month or two</b>	<b>Pastori Sidewalk partially complete</b>  <b>Corridor Study is underway. Complete in June 2009</b>
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	<b>SDF/Oak Tree Lane Ped Xing Completed April 2008</b>	
1.1.d.	Pursue funding opportunities and grants for sidewalk repair and bike lanes and paths	Public Works; Town Manager	Ongoing as opportunities arise		<b>TAM may have some funding in the next cycle for NMTTP</b>
1.1.e.	Replacement/upgrade of sidewalks in downtown to widen sidewalks, encourage walk ability, ambience and economic activity	Public Works/Town Manager	Design and cost estimates needed; source of financing to be determined	<b>Measure K identified as a source of funding. Design of downtown sidewalk and beautification plan to begin next month</b>	<b>Bolinas Road design underway. Construction in Fall 2009</b>

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

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	<b>Updated Status May 2009</b>
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	Emissions inventory complete in June 2009.
1.2.b.	Create a Climate Action Plan	Public Works	Work with Climate Action Director and ICLEI	Council to consider Adopting Climate Action Plan in December 2009
1.2.c.				

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

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	<b><u>Updated Status May 2008</u></b>	<b><u>Updated May 2009</u></b>
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	<b>Received \$250K CREB zero interest bond and will go out to competitive bid for installation of solar panels in June 2008</b>	<b>Solar Panels installed on Pavilion as of May 2009.</b>
1.3.c.					

**PRIORITY SUBJECT AREA #2: Economic/Financial**

**GOAL 2.1: Complete a Five-Year Strategic Financial Plan**

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	<b>Updated Status May 2008</b>	<b>Updated Status May 2009</b>
2.1.a.	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.	Adopted by Council on December 5, 2007	
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.	<b>Fairfax and San Anselmo agreed to share Senior Civil Engineer.</b>  <b>Expansion of RVFD JPA in the works.</b>	<b>Sr. Civil Engineer recruitment underway. Start date of August 2009.</b>
2.1.c.					

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

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	<b>Updated Status May 2008</b>	<b>Updated May 2009</b>
2.2.a.	Work with OES to ensure all FEMA project worksheets are accepted and funding provided; pursue appeals	Town Manager; Public Works	Ongoing	<b>Scope of Work and Funds have been approved by FEMA for Creek Road Bridge,</b>	<b>All projects requested have been approved by FEMA and OES except the Cascade culvert.</b>
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	<b>Hired Yvonne Roberts as a Management Analyst in January 2008</b>	<b>Yvonne has recovered a total of over \$1 million in FEMA \$\$ since her arrival</b>

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

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	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	<b>Updated Status May 2008</b>	<b>Updated May 2009</b>
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	<b>Hired Economic and Environmental Sustainability Consultant with half of cost to be funded by Chamber of Commerce</b>	<b>Recommend one more year of Econ. And Environ. Sustainability Coord. At a cost of \$5K to be shared by the Chamber and the Town</b>
2.3.d.	Reduce impact of periodic flooding on downtown businesses	Town Manager, Public Works	Flood gate grant program proposed	<b>Funded \$12K for Flood Gate Program to businesses from Excess ERAF monies</b>	<b>A total of 11 businesses took advantage of the flood gate grant program</b>

**PRIORITY SUBJECT AREA #3: Planning/Sustainable Development Goals**

**GOAL 3.1: Complete the Town General Plan**

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status May 2008</b>	<b>Status Update May 2009</b>
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	General Plan Elements are progressing thru PC and Town Council. Total General Plan Updated by November 2009.
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**

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

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

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	<b>Updated Status May 2008</b>	<b>Updated May 2009</b>
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.	<b>Trail Marking completed in First Phase (Deer Park) April 2008 as part of Earth Day Events</b>	<b>Several trail markings completed in 2009. More planned.</b>
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**

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

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

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	<b>Updated Status May 2008</b>	<b>Updated May 2009</b>
4.2.a.	Implement remainder of Measure K projects with balance of funding	Public Works	Ongoing	<b>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</b>	<b>All Measure K \$\$ have been bonded. All approved projects are underway. Measure K Committee will meet in June 2009 to authorize all remaining \$\$</b>
4.2.b.	Complete FEMA projects	Public Works; Town Manager	Ongoing	<b>Town Hall and Fire Station renovations are complete; Creek Road Bridge out to bid; 300 Olema Project ready to go</b>	<b>FEMA Projects approved. All will be complete by Summer 2010.</b>
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.	<b>Prop 1B check is in the mail</b>	<b>Prop 1B Projects complete. ARRA project funded for SFD Blvd. Overlay</b>

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4.2.d.	Draft 5-year Capital Improvement Program	Public Works; Finance	Planned for FY 08-09 budget As time permits	<b>Master CIP list approved by Council in April 2008</b>	<b>Master CIP List for FY 2009/10 will be approved with the Town Budget</b>
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	<b>Council approved Cooperative Agreement in April 2008 for Non-Town Maintained Roads</b>	

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

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	<b>Updated Status May 2008</b>	<b>Updated Status May 2009</b>
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.	<b>Town Hall, Police and Fire Stations are 100% complete. Flood gates have been installed at Town Hall.</b>	
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	<b>Mixed Use Overlay to Council for consideration on May 21, 2008</b>	<b>Affordable Housing Committee Created. Three sites identified for possible affordable housing units. Possible grant funding from MCF</b>
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.	<b>Council considering adopting a Vision, Mission and Core Values statement in May 2008</b>	<b>Mission, Vision and Core Values Statement adopted May 6, 2009.</b>
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.				<b>Council to consider creating a Redevelopment Agency (RDA) to sustain and assist downtown businesses</b>	<b>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.</b>
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**

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status May 2008</b>	<b>Updated Status May 2009</b>
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**

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status May 2008</b>	<b>Updated Status May 2009</b>
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**

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	
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**

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status</b>	<b>Updated Status May 2008</b>	<b>Updated May 2009</b>
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	<b>All sirens are installed and tested once per month</b>	<b>Cascade Siren to be installed Summer of 2009</b>
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	<b>Disaster Council meets once per month</b>	<b>Disaster Council meets quarterly</b>
7.1.d.	Update Flood Hazard Mitigation Plan	Town Manager	Contract awarded to Paula Schulz 6/07; work is ongoing, public meetings underway	<b>Flood Mitigation Plan in a public draft review and to Council for adoption in June 2008</b>	<b>Flood Mitigation Plan approved by Town and FEMA</b>

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

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status May 2008</b>	<b>Updated Status May 2009</b>
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	Flood gates installed on Town Hall
7.2.b.				
7.2.c.				

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

	<b>Strategies</b>	<b>Departments Responsible</b>	<b>Status May 2008</b>	<b>Updated Status May 2009</b>
7.3.a.	Maintain fair and competitive salaries and benefits for Police	Town Council; Town Manager	Three-year union contract authorized 9/06	Currently negotiating a POA MOU. Current MOU expires June 30, 2009.
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	A Consolidated Police Dispatch Service studied in 2008 and 2009 but not

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	Fire do not result in negative service and morale impacts			implemented
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.			