



FAIRFAX TOWN COUNCIL MEETING STAFF REPORT

MEETING DATE: May 1, 2024
PREPARED FOR: Mayor and Town Council
PREPARED BY: Heather Abrams, Town Manager
SUBJECT: Approval of Town Council Goals for Fiscal Year 2024-2025

RECOMMENDATION

Staff recommends that the Council review and approve the Town Council Goals for Fiscal Year 2024-2025 outlined in this report.

BACKGROUND

The Town Council conducts an annual retreat to review achievements against prior year goals and establish priorities for the upcoming fiscal year. The latest retreat, held on March 29, 2024, at the Women's Club, facilitated a discussion on past accomplishments and future objectives.

DISCUSSION

The goals formulated during this retreat are intended to guide the town's annual planning and budgeting processes. This year's focus areas emerging from the retreat include:

1. **Address Our Housing Needs** - Enhance housing affordability and stability through policies like the Housing Element, rent protections, and inclusionary zoning.
2. **Climate Action and Decarbonization Leadership** - Commit to significant reductions in greenhouse gas emissions from transportation and buildings and improve waste management practices.
3. **Disaster Preparedness and Resiliency** - Strengthen systems for emergency preparedness and improve infrastructure resilience against natural disasters.
4. **Invest in Aging Infrastructure** - Prioritize the repair and maintenance of critical infrastructure, including roads, bridges, and public facilities.
5. **Strengthen the Town Organization** - Focus on staff development, retention, and the incorporation of technology to improve service delivery.
6. **Commitment to Diversity, Equity, and Inclusion (DEI)** - Enhance DEI practices across all town operations and community engagements.

Approval of these goals will formalize them as guiding principles for town activities, ensuring alignment across focus areas and operational planning.

The proposed goals were developed through consensus during the retreat and are presented in the attached PowerPoint presentation. Staff have prepared to integrate these goals into the upcoming budget cycle, ensuring that financial planning and goal setting are well-coordinated.

FISCAL IMPACT

There is no immediate fiscal impact associated with the approval of the goals. Future budgetary considerations will be guided by these goals, with specific funding and resource allocations to be determined as part of the budget approval process.

ATTACHMENTS

Revised PowerPoint Presentation with FY2024-2025 Town Council goals incorporated.

Annual Retreat 2024

Town of Fairfax

Outline

Introduction

SWOT & 5 – 10 Year Plan

Accomplishments

Team Building - Vision

2025 Goals

Summary



Introduction - Retreat Objectives

- Strengthen Town Leadership
- Focus on Overarching Goals & Strategies
- Set Annual Priorities

Town of Fairfax SWOT

Strengths

1. Community engagement
2. Fiscal management and budget
3. Long-term, dedicated staff
4. Council works well together
5. Open-minded values and leadership
6. Demonstrated commitment on Equity and Inclusion
7. Natural amenities
8. Community pride
9. Small and nimble

Weaknesses

1. Community divisiveness
2. Limited funding and staffing
3. Raise in incivility at meetings constrains public participation
4. Natural constraints
5. Community atmosphere changing
6. 7. Economic shifts (e.g., online retail, housing prices, needed incomes, families)

Opportunities

1. Infrastructure investment
2. Better engage commissions
3. Town Center + economic vitality with a focus on the eastside of town
4. Improving 360-degree communications
5. Technological tools
6. Environmental leadership
7. Significant one-time resources available
8. Continue to strengthen regional engagement

Town of Fairfax SWOT - Continued

Threats

1. Disasters and emergencies
2. Climate change
3. Staff turnover and marketplace constraints
4. Resistance to change
5. State mandates and controls
6. Recession and/or inflation
7. Aging infrastructure or deferred maintenance
8. Incivility in public discourse is both a national and local phenomenon
9. Lack of prioritization; taking on too much



Town of Fairfax 5-10 Year Plan

Priorities

1. Address Housing Needs
2. Climate Action and Decarbonization Leadership
3. Disaster preparedness and Resiliency
4. Invest in Aging Infrastructure
5. Strengthen Town Organization
6. Commitment to Diversity, Equity, and Inclusion

Address Our Housing Needs

1. Adopt and implement the Housing Element
2. Expand rent protections and stabilization
3. Complete short term rental regulations
4. Consider inclusionary zoning ordinance as a regional initiative

Climate Action and Decarbonization Leadership

1. Reduce emissions from the transportation sector
2. Reduce emissions from built environments
3. Improve management of waste
4. Increase active transportation and update bicycle/pedestrian plan

Disaster Preparedness and Resiliency

1. Continue Emergency Preparedness Committee and other volunteers
2. Strengthen regional coordination and collaboration
3. Improve water resiliency pending regional recommendations
4. Prevent Disruption, update appropriate emergency plans

Invest in Aging Infrastructure

1. Work to complete Meadow Way Bridge and other bridges
2. Prioritize streets and roads improvement plan for all transportation modes, including bikes and peds
3. Create ADA transition plan
4. Meet State storm drain requirements

**Per Council action, the Pavilion Seismic and ADA project has been put on hold.*

Strengthen the Town Organization

1. Focus on staff recruitment, retention, development, needs and technology
2. Create a boards and commissions training manual
3. Improve communications to all residents with measurable results
4. Pursue new funding opportunities

Commitment to Diversity, Equity, and Inclusion

1. Highlight staff actions in DEI
2. Use a DEI lens in all actions/Embedding DEI in all organization, add DEI section to staff reports, build culture of celebrating DEI and belonging
3. Proactively remove barriers for underserved groups, seek translation services as appropriate
4. Welcome events/workshops for DEI groups, including aging

Accomplishments

Addressing Housing Needs

Accomplishments

1. Submitted completed Housing Element (with EIR) to HCD and received certification
2. Adopted 3 Housing Element related zoning updates and in-lieu fees for affordable housing
3. Continued work on short term rental program implementation
4. Adopted amendments to rent stabilization and just cause eviction ordinances
5. Partial implementation of rent stabilization program
6. Successfully recruited Planning Director and Housing Specialist, and promoted our part-time Planner to full time
7. Issued 502 building permits, marking an increase from the previous year, with a total valuation of \$16,443,496.00.
8. Coordinated with MidPen/County to preserve affordable housing at Sherwood Oaks
9. Ongoing partnership with Health and Human Services to house several homeless in Fairfax

Climate Action and Decarbonization Leadership

Accomplishments

1. Adopted Zero Emissions Fleet Policy and purchased 3 town EVs and 2 Hybrids to replace gas vehicles
2. Adopted Gas Station ordinance
3. Hosted EV Ride and Drive Clean event in town
4. Proclamation for bi-directional charging
5. Implemented Single-Use Foodware ordinance
6. Implemented Landscape Equipment program/rebates for businesses
7. Supported programs e.g. Green Home Tour, Orange Outlet apartment survey
8. Applied for and won appropriate grants
9. Added Town electric water heaters, and heat pump in Women's Club
10. Microgrids research underway
11. Green Building code updated
12. SB 1383 Implementation
13. Utilized Climate Fellow

Disaster Preparedness and Resiliency

Accomplishments

1. Effective preparation for storms, communicated alerts
2. Began Emergency Preparedness Committee
3. Staff participated in AlertMarin test and 7 OEM trainings
4. Continued strong regional coordination and collaboration via MWPA, Ready Marin, MMA, MCCMC, OEM, MERA, LHMP process, PG&E outage and tree maintenance reports and actions
5. Work with FEMA for reimbursement of town losses – \$60K to \$90K, and preparing for mitigations
6. Strengthened Town response to emergencies

Investing in Aging Infrastructure

Accomplishments

1. Completed Road Repairs on Scenic and Porteous - \$750K
2. Slurry seal Center from Pastori to town limits
3. Canyon Rd Retaining Wall replaced - \$450K
4. 5-year pavement plan completed
5. Sidewalk assessment and repair - \$170K, increased residential grant program
6. Drainage system mapping
7. Pothole response used 15,000 bags cold patch
8. 150 large potholes repaired
9. Improved Street Sweeping arrangement implemented
10. Continued work on Meadow Way Bridge and other bridges
11. Continued work on Pavilion kitchen with grant funding
12. RAISE grant partnership, and temporary fixes on Bolinas Rd
13. Won TFCA and TDA grants - \$340K
14. Fairfax got TAM to fund cross Marin bike plan/project
15. Approval of planning for Fire Station
16. Yellow Bus (JEPA) traffic mitigation

Strengthening our Town Organization

Accomplishments

1. Hired Deputy Town Clerk, Planning Director, Housing Specialist, Public Works Maintenance Worker, and upgraded Assistant Planner to full time
2. Recruiting for Deputy Clerk/Assistant to Town Manager
3. Began succession planning for Building Official

Commitment to Diversity, Equity, and Inclusion

Accomplishments

1. Proclamations

- Black History
- Women's History
- Native American Heritage
- United Against Hate
- Veterans Day
- Ageism Awareness
- National Hispanic Heritage
- LGBTQ+ Pride (including banners/crosswalk)
- Ukraine Solidarity
- Jewish Heritage
- Asian American Pacific Islander
- Veterans Day Banners
- Childrens Center Commitment to Support financial

2. Events and activities

- Menorah lighting
- Veterans Banners
- Pride Banners and Crosswalk
- Dragon Dance
- 90+ Celebration

Recreation

Accomplishments

1. Fairfax Festival, Craft Faire, Town Picnic
2. Initiated Wall Property preservation for open space
3. Seasonal Recreational Guides: Developed and distributed to all Fairfax households and out-of-town households
4. Age Friendly Fairfax Initiative: Created and delivered 90+ gift baskets to 23 residents
5. Partnership Programs: Maintained existing partnerships and established 6 new collaborations benefiting the town
6. Artist in Residence Collaborative Projects: Supported and managed various artistic endeavors
7. PARC Achievements: Approved summer music concerts, memorial benches, and sponsored events
8. Summer Camps: Organized various camps including Skate, Tennis, Spanish, Basketball, Soccer, Art and Nature, and Counselor in Training Program
9. Fee-Based Classes: Offered classes such as Chi Gong, Full Body Fitness, and Adult Basketball
10. Introduced new programs like Soulful Yoga, and Braveheart Soccer

Finance

Accomplishments

1. Completed FY23-24 budget
2. Financial Audits
 - Completed and presented audit of FY22 financial statements with a "clean" opinion
 - Anticipated no changes in the 2023 audit, maintaining a consistent record of financial integrity
3. Managed increased personnel transactions
4. Managed 5.2% more Accounts Payable checks in FY23 compared to FY22 without additional personnel
5. Transitioned from monthly to biweekly reporting for PERS, improving efficiency and accuracy
8. Short-Term Rental Tracking System: Partnered with Planning personnel to implement a short-term rental tracking system, including an online application and payment process with a successor vendor
6. Switched from manual processing of 1099 forms to electronic filing with the IRS, streamlining the process and reducing errors

Public Safety

Accomplishments

Police

1. Filled the Lieutenant of Police position and appointed a new Police Detective
2. Provided Patrol Support for Ross Police Department
3. Successfully implemented and applied the SIU for investigative purposes
4. Completed POST Mandated training for all full-time and part-time personnel
5. Created a Fairfax Police Department Peer Support Team
6. Secured a \$6,000 grant from the Board of State and Community Corrections (BSCC) Partnered with Cordico to provide a 24-hour Wellness Toolkit for all employees
7. Upgraded Fairfax PD Creek Camera and implemented a new streaming platform
8. Continued upgrading Police Vehicle Fleet to low emissions Hybrid/EV options

Fire

1. Completed long sought commitment to go to 3 firefighters on an engine to meet regional standards
2. Implementing Fire Dispatch at Marin County Fire
3. Labor negotiations, established reserve policy, defensible space and other prevention efforts

Clerk, Elections, Communications, & IT

Accomplishments

Town Council Meetings and Communications

1. Hosted and supported 20 Town Council meetings
 - Prepared and posted 169 agenda items
2. Published various newsletters and notifications:
 - 19 regular town newsletters
 - 5 special edition newsletters
 - 3 Recreation newsletters
 - 20 Town Council agendas
 - 14 Planning Commission agendas
 - 13 Public hearing notices
3. Website
 - 127 news posts
 - 133 Council, and Boards and Commission meetings posted
 - Implemented Google Analytics for better reporting

Records Management and Legislative Support

4. Managed and responded to approximately 97 Public Records Requests
5. Processed 12 Adopted Ordinances and 46 Adopted Resolutions
6. Updated the Town's records retention schedule

Personnel and Training

7. Procured new Minutes Clerk
8. Provided IT support for staff including
9. Coordinated mandated employee training for staff, council, boards, and commissions members

Technological Innovations

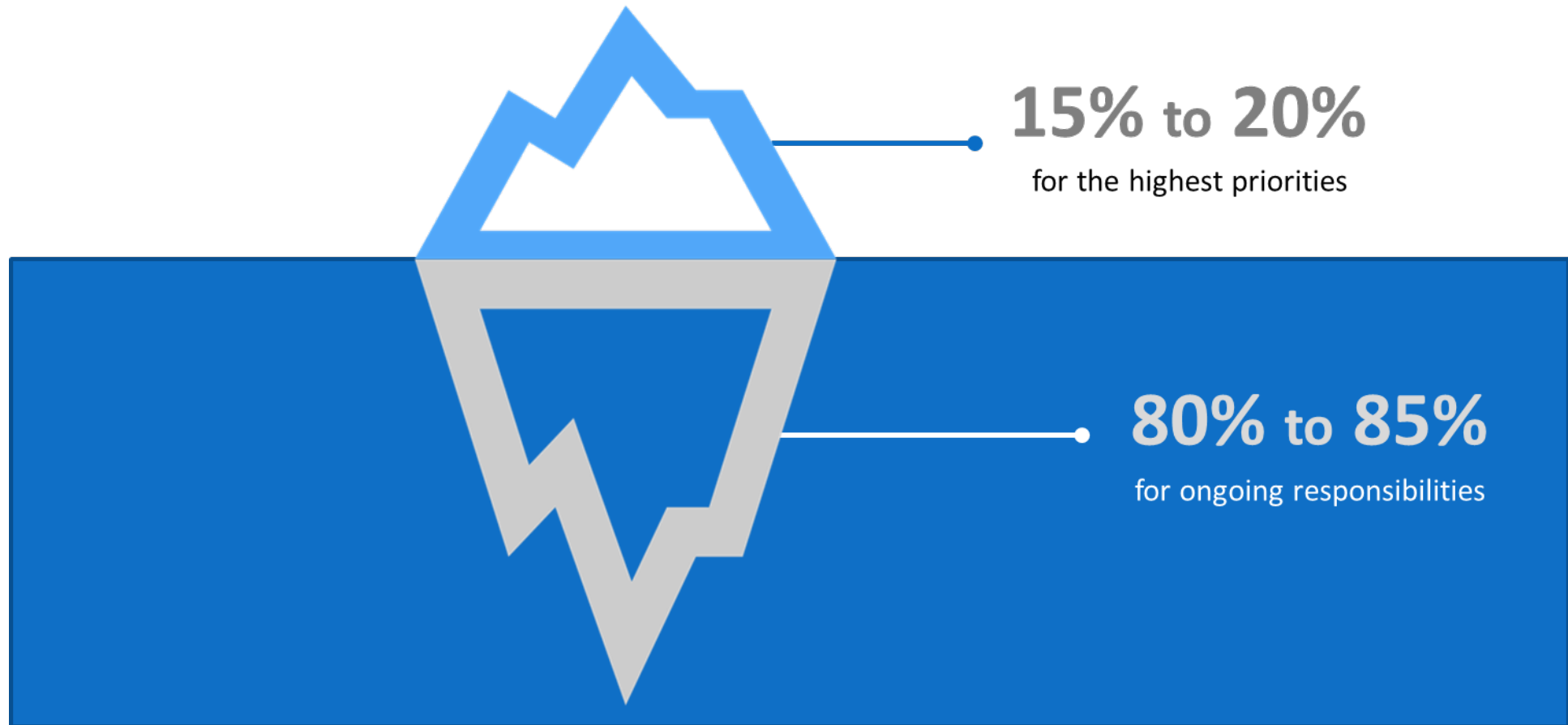
10. Implemented pilot customer relationship management software
11. Coordinated increased cybersecurity

Team Building - Vision

Picture Fairfax in 50
Years...

What do you want
to see?

Iceberg Model of Organizational Constraints



15% to 20%
for the highest priorities

80% to 85%
for ongoing responsibilities

Town of Fairfax Regular Duties

Administration/Finance

1. Budget Preparation, Tracking, AP/AR, Audits, Financing, Revenues, Required Reporting
2. Human Resources, Staff Management, Payroll, Benefits
3. Public Meetings, Council, Records, Communications
4. Townwide management and coordination

Public Works

1. Regular maintenance of Town facilities, buildings, parks, open space, streets
2. Repairs to Town infrastructure
3. Major Capital Improvement Program and Projects
4. Support other department's projects

Planning & Building

1. Current Planning permits
2. Long-term Planning projects and reporting required by law
3. Planning Commission support
4. Building Codes, Code Compliance, Building Inspection
5. FOSC support

Town of Fairfax Regular Duties - Continued

Recreation and Community Services

1. Recreational classes, events
2. Coordination with PARC, Fairfax Festival
3. Facility group use/rentals

Climate and Environment

1. Climate Action Plan (CAP) Implementation
2. Solid Waste Prevention and Reduction
3. Coordinate with Climate Action Committee
4. Work with all other departments
5. Pursue grants as appropriate

Public Safety

1. Fairfax PD 24/7 lobby, calls for service, regular patrols, investigation of cases, produce and process reports, produce records, and respond to all emergency situations
2. Fire managed under RVFD, Station owned by Fairfax

Addressing Housing Needs

Staff Work Plans 2024

1. Update General Plan for consistency with Housing Element and State Law
2. Website Updates to support Housing Program information
3. Affordable housing developer outreach
4. Focus on Accessory Dwelling Units
5. Housing Related Code Updates
6. Application Processing Efficiencies
7. Implement Rent Stabilization Hearing Process
8. Consider Dark Sky Ordinance for improved livability
9. Implement Housing Element Programs

Climate Action and Decarbonization Leadership

Staff Work Plans 2024

1. Onboard New Staff
2. LED Street Light Conversion
3. EV Charger Installation for Town Fleet
4. Provide Funding for Fairfax Serving Events, including:
 - EV Ride and Drive Clean
 - Green Home Tour

Disaster Preparedness and Resiliency

Staff Work Plans

1. Continue preparation for storms, communicate alerts
2. Update Emergency Operations Plan (EOP)
3. Participate in additional OEM trainings, tabletop exercise
4. Continue strong regional coordination and collaboration via MWPA, Ready Marin, MMA, MCCMC, OEM, MERA
5. Continue work with FEMA for reimbursement of town losses, and preparing for mitigations

Investing in Aging Infrastructure

Staff Work Plans 2024

1. Complete Storm Drainage Improvements
2. Peri Park/Fairfax Creek Resiliency Project
3. Complete Grant Funded Sidewalk Improvements, and Perform Additional Sidewalk Maintenance, update bike ped plan
4. Streets and Roads Improvements
5. Bolinas Rd Incline Section Improvements (if grant funded)
6. Continue Bridge Project Work
7. Perform Condition Assessment for Town Owned Facilities
8. Park Maintenance and Amenities (add water fountains/bottle fillers)
9. Complete Pavilion Electric Kitchen
10. Continue Work on Microgrid concept for Town campus
11. Fire Station Upgrades

Strengthening our Town Organization

Staff Work Plans 2024

1. Hire Building Official/Inspector
2. Onboard Deputy Clerk/Assistant to Town Manager
3. Update Personnel Policies
4. Complete Commissions Handbook
5. Consider Fee Study Update
6. Use Technology to Provide Efficiency and Access for Residents

Commitment to Diversity, Equity, and Inclusion

Staff Work Plan 2024

1. Continue Proclamations
2. Consider Adding Cultural Celebrations, as requested
3. Consider Training for Council and Commissions
4. Consider Additional Training for Staff

Recreation

Staff Work Plan 2024

1. Volunteer Recruitment
2. Fundraising Exploration
3. Mural Expansion
4. Peri Park Master Plan
5. Art in the Parkade Enhancement

Finance

Staff Work Plan 2024

1. Complete FY24-25 Budget (with upgrades) and Financial Audits
2. Complete Personnel Transactions, Accounts Payable PERS Reporting with Accuracy
3. Enhance Website Display of Financial Documents
4. Develop an Implementation Plan for Web-Based Business License Process
5. Expand Implementation of Accounting Software and Eliminate Unneeded Modules
6. Support HR and Cost Control Functions

Public Safety

Staff Work Plan 2024

Police

1. 100-Year Anniversary Celebration planning
2. Upgrade Mobile Data Terminal (MDT)
3. Transition to iRIMS 6 Platform (mobile CAD compatible with DOJ)
4. Expand Training and Wellness
5. Staffing Goals to support staff retention and recruitment
6. Update Dispatching Agreements with COM and Ross
7. Continue Crime Mitigation/Investigation with SIU
8. Continue POST Compliance and Reporting
9. Continue Technology and Fleet Upgrades for function and sustainability

Fire

1. Implement 3 firefighters on an engine, complete Labor Negotiations, new Fire Chief recruitment
2. Complete Conversion to Fire Dispatch at Marin County Fire
3. Fire Station Upgrades in Fairfax

Clerk, Elections, Communications, & IT

Staff Work Plan 2024

1. Implement SharePoint Organization-Wide
2. Establish Public Portal for Town Records
3. Improve Website Content and Accessibility
4. Introduce Electronic Filing for Campaigns and Elections
5. Pilot CRM Platform
6. Continue Meetings and Records Management for the Town

Plan for policies and projects



Policy

Ideas
Discussion
Workshops



Project Planning

Staffing/Contractors
Equipment/IT
Space
Funding
Outreach
Coordination



Ordinance or Resolution

Commission
Advice
Drafting
Legal Review
Posting & Noticing
Council Meetings
Filing & Recording



Implementation

Outreach
Staff Work
Compliance
Reporting



Continuation

Evaluation
Funding
Coordination
Policy Changes

Focusing In On Now and Next Year

- What are three things you like about what the Town has done in the last year?
- What are three things you didn't like about what the Town did in the last year?
- What are three threats or concerns that you have going into this next year?
- What are three things you want the Town to do in the coming year?

2024 Goals



3 to 5 concrete topics you'd like to see the Town work on next year



Bonus Challenge: How do they track with the Strategic Goals from 2023?

Summary

Next Steps

1. Council Adopts Goals for 2024 at a Regular Meeting
2. Budget Preparation
3. Budget Adopting
4. Continued Staff Work Planning

A scenic sunset over a lake with a yellow kayak in the foreground. The sky is filled with warm orange and yellow hues, reflecting on the calm water. In the distance, a city skyline is visible through the trees. On the left, a dock with several kayaks and flags is visible. The foreground shows the cockpit of a yellow kayak.

Thank you!

Fairfax Annual Retreat 2024