



TOWN OF FAIRFAX

STAFF REPORT

April 5, 2023

TO: Mayor and Town Council

FROM: Heather Abrams, Town Manager

SUBJECT: Review and approve Town Council Goals for 2023

RECOMMENDATION

Staff recommends that the Council review and approve the attached Town Council Goals for Fiscal Year 2023-2024.

BACKGROUND

In February 2022, Greg Larson was engaged by the Town to work with Council and staff to develop a long-range strategic plan. The new Town Manager began work with the Town on March 1, 2022 and on March 11, 2022 the Council held a full-day strategic plan workshop, facilitated by Mr. Larson. The strategic plan workshop went well and Mr. Larson was invited back to facilitate the Council Retreat on April 15, 2022. Previous to this year, the Council typically met once per year for a retreat and set goals for one year. On September 21, 2022, the Council adopted the Strategic Plan Outline.

On March 17, 2023, the Town Council met for its annual retreat. During the retreat, Council discussed accomplishments of the previous year, reviewed the strategic plan, and set goals for the upcoming 12 months, which approximately track Fiscal Year 2023-2024.

DISCUSSION

Attached is the presentation used at the retreat, and the goals agreed upon during the retreat. These goals will be used to prioritize the Town's work, and to guide the upcoming budget planning process. Staff recommends the Council review and approve the goals they agreed on during the retreat. The next steps are for staff to post the Goals to the Town website and then for staff and Council to refer to them frequently to help guide the Town's work over the next year.

FISCAL IMPACT

None at this time.

ATTACHMENTS

- A. Fiscal Year 2023-2024 Goals
- B. Retreat Presentation



TOWN OF FAIRFAX

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Fiscal Year 2023-2024 Town Council Goals

Not necessarily in priority order:

1. Housing Element/Inclusionary Zoning/Re-Zoning/ODDs
2. Pavement Management 5-year plan
3. Staff Recruitment & Retention
4. Bridges Plan
5. Storm Drain Infrastructure
6. Tenant Protection Revisions



Town of Fairfax

Annual Retreat 2023



Outline

Introduction

SWOT & Strategic Plan

Accomplishments

Team Building - Vision

2024 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. Progressive values and leadership
6. Natural amenities
7. Community pride
8. Small and nimble

Weaknesses

1. Community divisiveness
2. Limited funding and staffing
3. Lack of prioritization; taking on too much
4. Natural constraints
5. Community atmosphere changing
6. Regional engagement
7. Economic shifts (e.g., online retail, housing prices, needed incomes, families)
8. Facilities degrading
9. Meeting length

Opportunities

1. Infrastructure investment
2. Better engage commissions
3. Town Center
4. Improving 360-degree communications
5. Technological tools
6. Environmental leadership
7. Significant one-time resources available

Town of Fairfax SWOT - Continued



Potential Threats

1. Disasters and emergencies
2. Climate change
3. Staff turnover
4. Resistance to change
5. State mandates and controls
6. Recession and/or inflation
7. Aging infrastructure or deferred maintenance
8. Polarization

Town of Fairfax Strategic Plan (over the next 5 to 10 years)



A. 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

B. Climate Action and Decarbonization by 2030

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

C. Disaster Preparedness and Resiliency

1. Mobilize Emergency Preparedness Committee and other volunteers
2. Strengthen regional coordination and collaboration
3. Improve water resiliency pending regional recommendations

Town of Fairfax Strategic Plan (over the next 5 to 10 years) - Continued



D. Invest in Aging Infrastructure

1. ~~Complete the Pavilion seismic and ADA project~~ (on hold per Council action)
2. Work to complete Meadow Way Bridge
3. Prioritize pavement program based on best available PCI data
4. Create ADA transition plan
5. Meet State storm drain requirements

E. 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

F. Commitment to Diversity, Equity, and Inclusion

1. Follow the DEI Roadmap
2. Obtain data to focus and measure our DEI efforts
3. Others to be prioritized from the DEI staff report and action plan



Accomplishments

and Clerk Statistics



Town of Fairfax Accomplishments

- Last 12 months approximately



A. Address Our Housing Needs

1. Selected new contractor and made progress on Housing Element
2. Implemented on-going parklet program (Planning)
3. Adopted short term rental regulations
4. Adopted Rent stabilization and just cause eviction ordinances
5. Adopted COVID eviction prevention
6. Adopted permit fee schedule
7. Streamlined Town Processes: driveways to PC, not TC

B. Climate Action and Decarbonization by 2030

1. Adopted green building reach codes
2. Implemented all electric landscape equipment for public and Town, including rebates for public
3. Updated Foodware ordinance in progress
4. Adopted 1st in Marin building electrification ordinance, joined Ready Set Replace Campaign for residents
5. Took actions to electrify Town buildings water heaters, stoves, and Town vehicles
6. Applied for appropriate grants

C. Disaster Preparedness and Resiliency

1. Prepared effectively for storms/Atmospheric Rivers
2. Provided interviews for Emergency Preparedness Committee
3. Strengthened regional coordination and collaboration via MWPA, Ready Marin, MMA, MCCMC
4. Communicated well regarding water resiliency

Town of Fairfax Accomplishments - Continued



D. Invest in Aging Infrastructure

1. Worked to complete Meadow Way Bridge and other bridges
2. Worked on pavement program based on best available PCI data
3. Worked on storm drain infrastructure
4. Made significant repairs completed on Pine Dr, Wreden, Scenic, SFD, etc.
5. Made park improvements: Peri Park Swing Set, Repaired Dangerous Fence in Bolinas Park

E. Strengthen the Town Organization

1. Hired Town Manager, Public Works Director (and previous interims), Interim Planning Director, Climate Action Coordinator and Fellow
2. Completed MOUs with FPOA, SEIU and updated unrepresented group
3. Recruited for Deputy Clerk/Admin Analyst

F. Commitment to Diversity, Equity, and Inclusion

1. Focused on social justice
2. Completed DEI training for all staff
3. Conducted DEI subcommittee meetings
4. Supported AB2282 anti-hate-symbol policy, 1st town in CA to do so
5. Hosted Town Picnic featuring Spahr Center vaccinations and Drag show
6. Coordinated Menorah lighting

Town of Fairfax Accomplishments – Continued - page 2



Recreation/Community Development

1. Fairfax Festival and Craft Faire, Picnic, wreath making
2. Hosted summer camps
3. Expanded art workshops, Artist in Residence, concerts

Fire

1. Began designs to upgrade Fairfax Station
2. Planning for RVFD leadership changes

Finance

1. Completed budgets, audits, MOUs
2. Worked with Fairfax Festival for improvements
3. Worked with new programs for fee collection

Building

Numerous current planning and building permits and special projects

Clerk/Elections/Comms/IT

1. Implemented hybrid meetings with CMCCM TV for Town Council and Planning Commission
2. Hosted and supported 27 Town Council meetings
3. Handled recruitment process for Deputy Town Clerk/Administrative Analyst
4. Prepared Council Handbook
5. Prepared Boards, Committees, and Commissions Manual
6. Administered the 2022 General Municipal Election
7. Received and processed four “Intent to File Initiative” documents and one Referendum Petition
8. Transitioned from in-house Communication Coordinator to contractual interim provider; coordinated all Town communication efforts (website, newsletter, social media)
9. Supported IT needs for staff including onboarding/offboarding of multiple staff members; acquired hardware, licenses, email boxes; provided training and support; coordinated contractual IT support, including software and equipment upgrades
10. Negotiated new leases for copiers and coordinated installation

Police

1. Completed POST Mandated training for all full-time and part-time personnel
2. Completed NIBRS transition and DOJ reporting
3. Continue implementing the Next Gen Marin Emergency Radio Authority (MERA) project for FPD and Public Works.
4. Continue implementing the New 9-1-1 Dispatch Online Phone System (100% paid for by State 911 funding)
5. Continue migration to Rapid Deploy Text to 9-1-1 solution
6. Continue RIPA Reporting to DOJ and RIPA Dashboard transparency efforts on FPD Website.
7. Continue website updating for police transparency efforts and offer more web services
8. Continue to upgrade Police Vehicle Fleet to low emissions Hybrid/EV options
9. Acquired additional resources for specialized investigative matters through SIU MOU agreement/partnership
10. Provided patrol support for Ross Police Department through shared services MOU



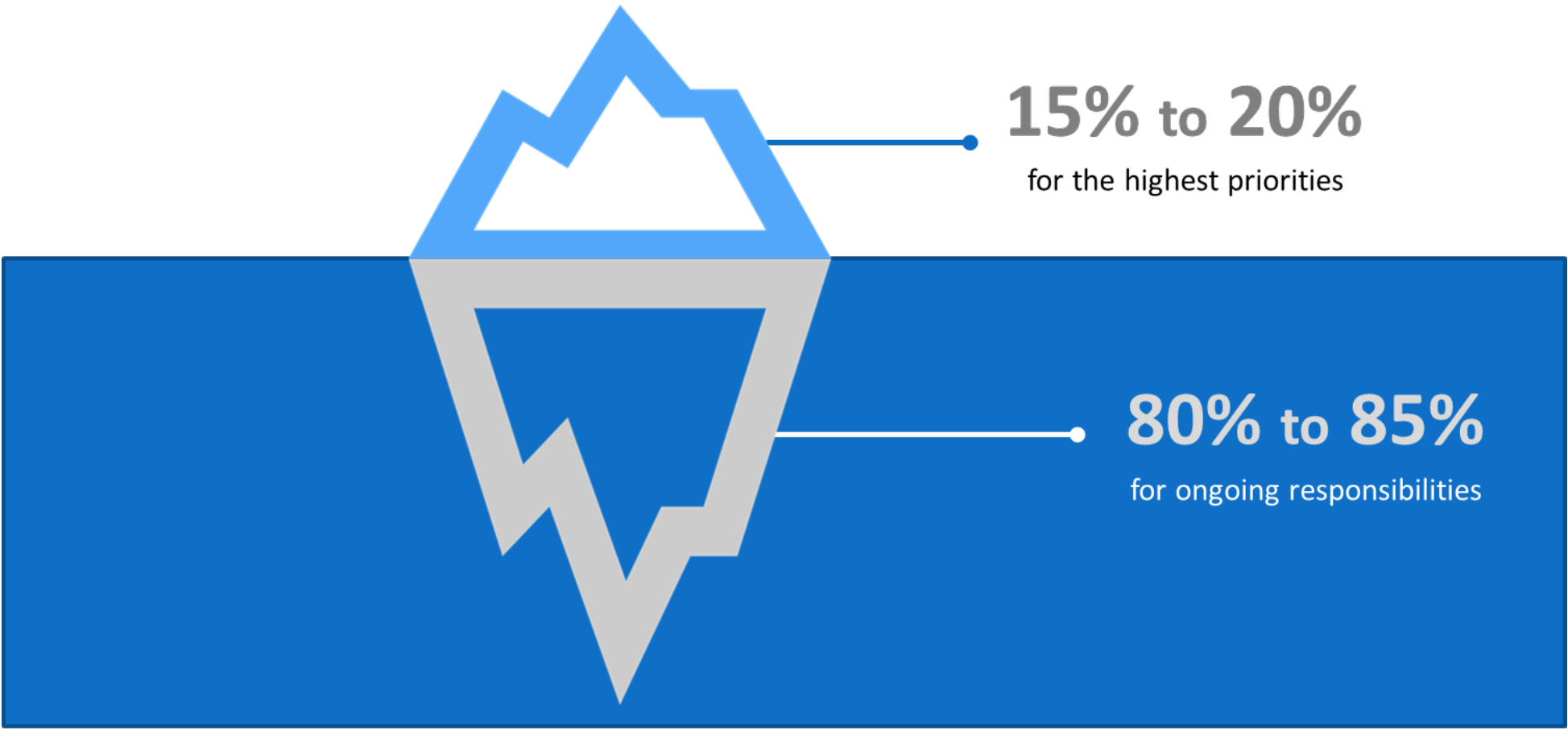
Team Building - Vision

Picture Fairfax in 20 Years...

What do you want to see?



Iceberg Model of Organizational Constraints



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/Community Services

1. Recreational classes, events
2. Coordination with PARC, Volunteers, Age Friendly, 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

Staff Work Plans for 2024



A. Address Our Housing Needs

1. Adopt and implement the Housing Element
2. If directed, implement rent stabilization and just cause eviction programs
3. Complete short term rental regulation implementation
4. Bring forward inclusionary zoning ordinance, work on regional level as well

B. Climate Action and Decarbonization by 2030

1. Continue to implement Climate Action Plan
2. Pursue grant funding for Town priority climate and solid waste projects, when appropriate

C. Disaster Preparedness and Resiliency

1. Mobilize Emergency Preparedness Committee and work regionally
2. Participate in 2+ MWPA committees, Ready Marin, Countywide EOC briefings
3. IT preparedness for Town operations

Staff Work Plans for 2024 - Continued



D. Invest in Aging Infrastructure

1. Work to complete Meadow Way Bridge and other Bridges by late 2024
2. Prioritize pavement program based on best available PCI data
3. Use ARPA funds to assess, upgrade, and meet storm drain requirements

E. Strengthen the Town Organization

1. Focus on staff recruitment, retention, development, needs and technology
2. Create a boards and commissions training manual

F. Commitment to Diversity, Equity, and Inclusion

1. Provide DEI training to Commissions and Council
2. Continue staff trainings

Plan for policies and projects



Policy	Project Planning	Ordinance or Resolution	Implementation	Continuation
Ideas Discussion Workshops	Staffing/Contractors Equipment/IT Space Funding Outreach Coordination	Commission Advice Drafting Legal Review Posting & Noticing Council Meetings Filing & Recording	Outreach Staff Work Compliance Reporting	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 set in 2022?





Summary

Next Steps:

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





Thank you!

Fairfax Annual Retreat 2023

