

FAIRFIELD 2012
COMMUNITY-WIDE
STRATEGIC PLAN

*Moving Fairfield
Forward*

MAY 2003



City of
Fairfield

FAIRFIELD 2012
Community-Wide Strategic Plan

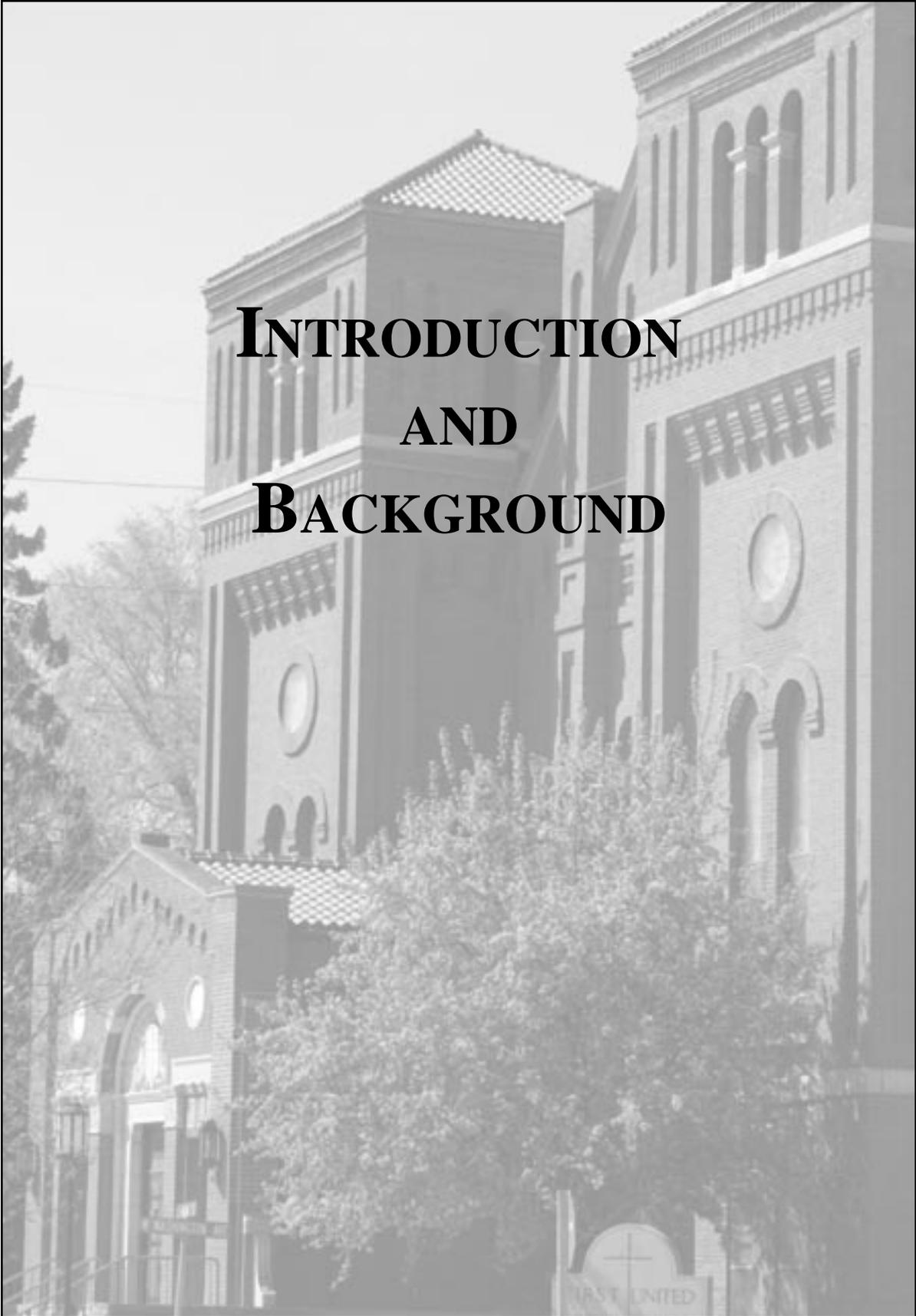
**MOVING FAIRFIELD
FORWARD**

May, 2003

Prepared by
The Fairfield Strategic Planning Commission
Fairfield, Iowa
with the assistance of
The Institute for Decision Making
University of Northern Iowa

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**INTRODUCTION
AND
BACKGROUND**

WHO DEVELOPED THE PLAN?

**The following individuals developed the
Community-Wide Strategic Plan for Fairfield, Iowa:**

Hon. Ed Malloy, <i>Mayor of Fairfield</i>	John Kuster
	Steve Lamb
Ellen Akst Jones, <i>co-chair</i>	Jerry Long
Jay Silverman, <i>co-chair</i>	David Navarrete
	Mike Pech
Connie Boyer	Rev. Marvin Robeck
Tom Brooks	Tom Stanley
Burt Chojnowski	Donna Steinberg
Judith Cox	Gerald Swanson
Dan Gifford	Steve Triplett
Myron Gookin	Nathan Weaton
Lisa Greenig	Kent Whitney
Helen Guy	Devalyn Wilson

The Commission was aided in its work by many individuals and organizations whose contributions are very much appreciated. The Commission would especially like to recognize Bluebird Graphics, Central Valley Bank, City of Fairfield, Denise Estle, Fairfield Economic Development Association, Suzanna Felder, First National Bank, Iowa State Bank and Trust Company, Jefferson County Hospital, Libertyville Savings Bank, Maharishi University of Management Press, Sherri Mineart, Rick Donhauser Photography, and Mary Zeilbeck. The Commission also extends its sincere gratitude to Dr. William Wood and James Hoelscher of the Institute for Decision Making at University of Northern Iowa for their expert guidance.

HOW WAS THIS PLAN CREATED?

The Fairfield Community-Wide Strategic Plan springs from the desire of Fairfield's residents and leaders to bring the entire community together to capitalize upon our collective resources, to uncover new opportunities, and to realize Fairfield's unique potential as a wonderful place to live and work.

In late 2001, community leaders retained the University of Northern Iowa's Institute for Decision Making to design and facilitate a planning process specifically tailored to our unique city. Early in 2002, the Fairfield City Council endorsed the development of a strategic plan and the appointment of a broad-based Planning Commission of individuals recruited to contribute a rich array of perspectives, experiences, and insights. Other community organizations also endorsed the project, including the Fairfield Area Chamber of Commerce, Fairfield Art Association, Fairfield Economic Development Association, Fairfield Manufacturers Association, Maharishi School of the Age of Enlightenment, and Maharishi University of Management.

The formal planning process began in March of 2002. Since then, Commission members have actively participated in an all-day retreat, a series of monthly planning sessions, and numerous small group meetings. The Commission drafted a shared vision for Fairfield's future and identified specific goals and objectives that help make that vision a reality.

The Commission sought public input from local residents through an extensive surveying effort and two public meetings. Over 600 residents, including high school and university students, completed the planning surveys. In the June town hall meetings, participants reviewed the draft vision and goals, and provided ideas and feedback on the Commission's work to date. These contributions helped to focus the plan's goals and determine its objectives and strategies.

The public's comments, suggestions, and priorities also helped the Commission to identify and maintain a balanced approach and range of accomplishments. The balancing principles the Commission used are listed below with the most fundamental first.

1. We seek diversity, growth, and prosperity while valuing Fairfield's traditions and heritage and preserving the advantages of small town life.
2. We seek to become a city of unified civic purpose while recognizing and valuing that Fairfield is home to a very diverse population.
3. We value capital improvements supported by growth of our capital base, while not putting an undue burden on our property taxes.
4. We will foster innovative business development and support new entrepreneurial ventures while sustaining and growing our traditional manufacturing base and our local retail economy.

Based on these principles, this strategic plan for Fairfield seeks to maintain and strengthen several mutually important aspects of community life, which, if held in balance, will lead to a stronger, more vibrant community.

The Commission spent the summer and early fall of 2002 drafting the details of the plan, progressively elaborating its five key goals. Beginning in the late fall of 2002 and continuing through early 2003, Commission members met with local organizations and service groups to invite them to take on significant roles and responsibilities in implementing the plan. About **eighty local organizations and service groups** endorsed the plan and accepted responsibility for its implementation. Achieving the vision of the Fairfield Community-Wide Strategic Plan throughout the next decade will clearly be a shared, community-wide responsibility.

HOW IS THE PLAN PUT TOGETHER?

The Fairfield Community-Wide Strategic Plan consists of four basic components: vision, goals, aims, and objectives.

The **vision** presents a compelling picture of the future that energizes the community to take action. Everything in the plan is directed towards fulfilling this vision of Fairfield's future within 10 years. Supported by an integrated and detailed plan, the vision both illustrates what

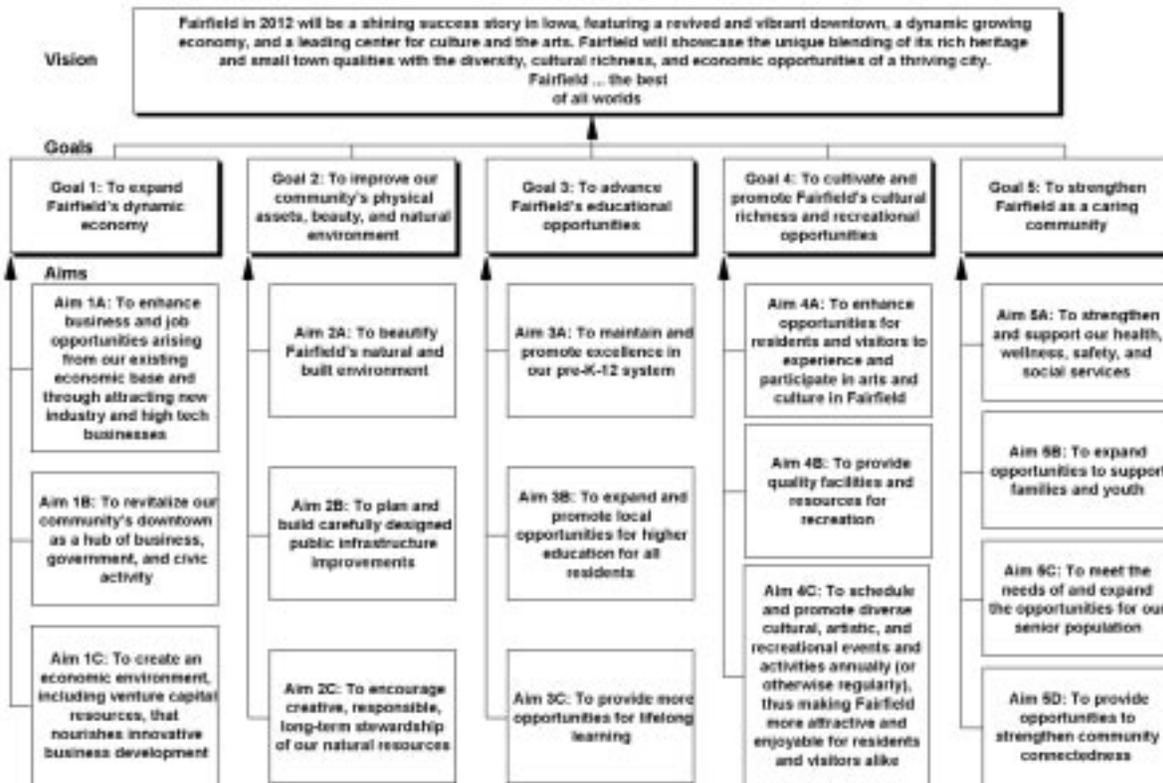
MOVING FAIRFIELD FORWARD

the future can hold for Fairfield, and is designed to guide Fairfield’s future development and achievement.

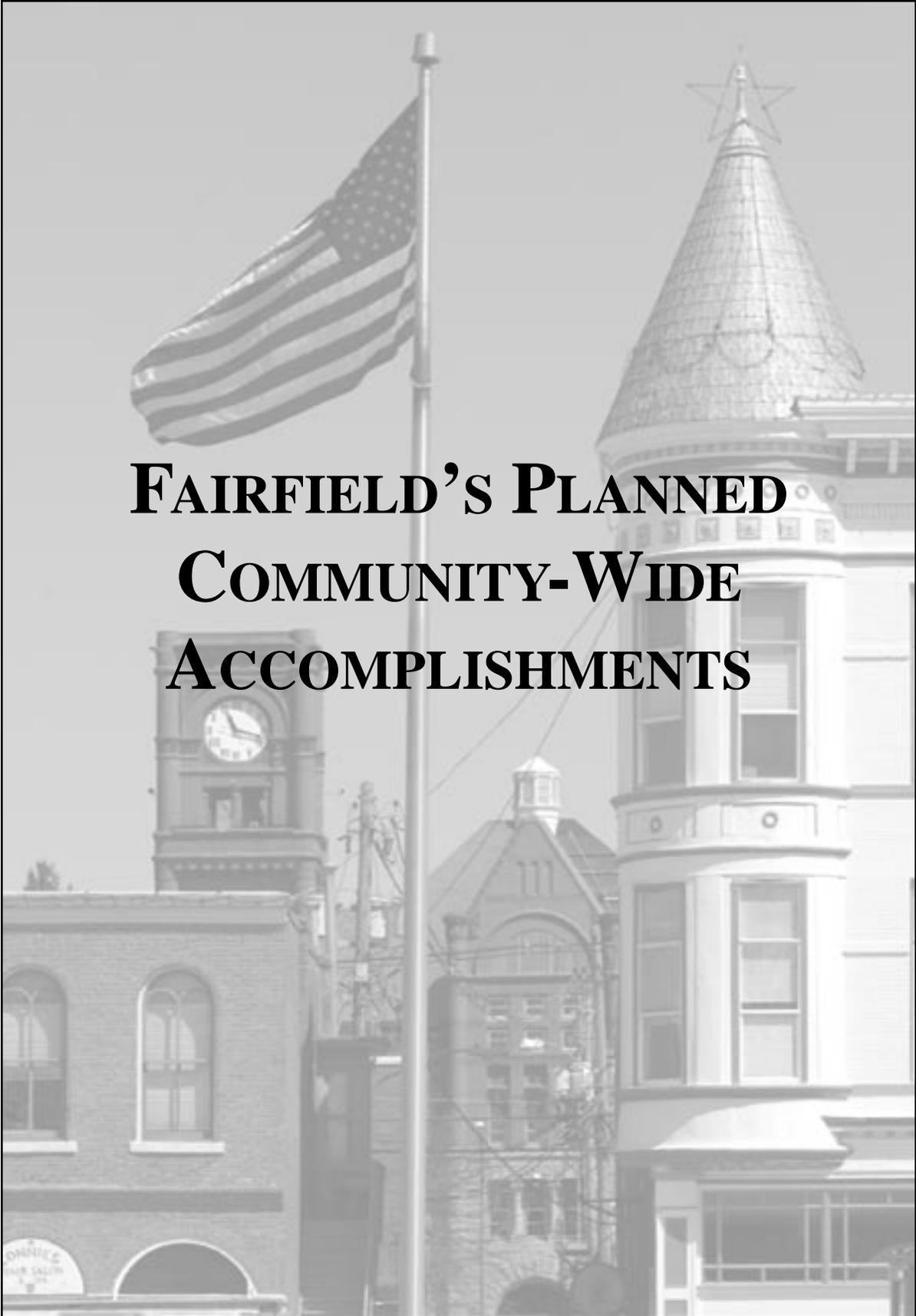
Goals represent the main themes of the plan. The plan’s five goals address and give direction to five critical aspects of life in Fairfield, thus upholding the plan’s vision.

Aims express broad intentions that further elaborate the goals and apply them to more specific areas of life. Each goal contains three or four aims that must be achieved to fulfill the goal, and, in turn, the vision.

Objectives describe specific and measurable accomplishments that help to achieve the aims, goals, and vision. Objectives are detailed to a level at which organizations can agree to accept lead (primary) or secondary responsibilities for their implementation. Though listed under specific aims and goals, objectives also may cross over or interrelate with other parts of the plan.



Each of the 16 aims above has several specific objectives with responsibilities and due dates.



**FAIRFIELD’S PLANNED
COMMUNITY-WIDE
ACCOMPLISHMENTS**

OUR SHARED VISION: FAIRFIELD WITHIN TEN YEARS

Fairfield in 2012 will be a shining success story in Iowa, featuring a revived and vibrant downtown, a dynamic growing economy, and a leading center for culture and the arts. Fairfield will showcase the unique blending of its rich heritage and small town qualities with the diversity, cultural richness, and economic opportunities of a thriving city.

Fairfield...the best of all worlds

Cornerstone Values

Strengthening and sustaining our cornerstone values leads to achieving our vision through the various ways identified in the paragraphs below.

Our eight cornerstone values that drive this plan are:

Harmony and Respect • Economic Strength and Vitality • Education • Preservation of Small Town Life • Cultural Richness, Arts and Recreation • Natural Environment • Beautification • Identity and Reputation. These values are expanded below.

We value *harmony and respect*, fostering a shared sense of community among a varied and diverse population.

In Fairfield, we desire cooperation and working together for progress. We strive for tolerance and sensitivity that are vital to our community. We strive for awareness, understanding, and appreciation of each other. We seek to unite our diverse strengths and resources for the common good of the community.

We value *economic strength and vitality* as a foundation for sustaining and growing our population, developing jobs and opportunities through diverse economic activities that create a better quality of life for all.

In Fairfield, we desire opportunity. We strive for diverse economic activities, for higher wages, and competitive investment. We strive for sector balance and for greater reliance on our excellent work ethic, on entrepreneurship, and on global marketing.

We value *education, nurturing growth and achievement for all.*

In Fairfield, we desire that all people achieve their full potential. We strive for high standards and high expectations, and for good citizenship. We value lifelong learning.

We value *preservation of small town life for its simplicity, security, and sense of community.*

In Fairfield, we desire a relaxed pace and less complicated life. We strive for neighborliness and friendliness; for cooperation and caring; for safety, cleanliness, and stability. We strive for the traditional and for continuing to be family-oriented. We value our community's heritage.

We value *cultural richness, arts, and recreation, enriching our lives by creating and sustaining a high quality of life and a wide variety of activities for all.*

In Fairfield, we desire to develop, display, and promote our rich cultural, artistic, and recreational resources. We strive for Fairfield to be a town of trails and parks, sports and recreation, and key cultural events. We strive for exposure to new experiences, and for participation, enjoyment, and entertainment.

We value our *natural environment, sustaining us and enriching our lives.*

In Fairfield, we desire clean air, water, and soil. We strive for energy conservation and renewable resources, and for respecting the land and preserving natural diversity. We strive for creative stewardship of all our resources.

We value *beautification, increasing community pride and creating an appealing community.*

In Fairfield, we desire a positive image and positive perception. We strive for pleasantness, orderliness, continuity, and beauty. We strive for civic involvement and for an even better quality of life.

We value our *unique identity and reputation, fostering civic pride and providing a consistent means of promoting our community.*

In Fairfield, we desire community pride and a good reputation. We strive to be an attractive community. We strive for growth, economic development, and tourism.



FAIRFIELD'S GOALS FOR ACHIEVING OUR VISION

Goals 1 through 5 are detailed below. The goals give direction to the plan. Aims help to further define areas of achievement within each goal. Objectives get specific. For each objective, one or more organizations have accepted implementation responsibility. All objectives are important. However, some are more **critical** than others, more **urgent** than others, or will take **varying amounts of time** to complete. The Commission chose the various accomplishment dates and success indicators to reflect a combination of these considerations.

GOAL 1: TO EXPAND FAIRFIELD'S DYNAMIC ECONOMY

Fairfield's economy is, and will remain, a fundamental element of the community. The community's ability to sustain and improve its economy will continue to be a determining factor in Fairfield's overall health and prosperity. This goal blends the importance of maintaining the existing economic base and of pursuing new and innovative opportunities, with a strong commitment to revitalizing the downtown area.

Expanding Fairfield's **dynamic economy** is vital to the community because it:

- Enhances Fairfield's business environment, retaining and creating more jobs in Fairfield.
- Grows and sustains the population and area workforce by creating attractive local job opportunities in new and expanding businesses and industries.
- Engages young people and entrepreneurs in the development of Fairfield's business community.
- Builds upon its reputation of being the "entrepreneurial capital" of Iowa
- Generates and implements strategies for identifying and organizing investment capital for start-up and developing businesses.
- Creates the financial capacity for Fairfield to attain the other goals within its vision for the future.
- Represents an essential and unifying cause for establishing prosperity within the community.
- Blends and balances revitalizing Fairfield's historic downtown, traditional manufacturing / industry, and entrepreneurial and global opportunities.
- Reflects the community's increased commitment to expanding economic development efforts and development-related resources such as venture capital and tax incentives.

Aim 1A: To enhance business and job opportunities arising from our existing economic base and through attracting new industry and high tech businesses

Objective 1A (1): To increase the number of jobs in Fairfield

Success Indicator/Date: 1,000 new jobs paying competitive wages by 2012

Lead Responsibility: Fairfield Economic Development Association,
City of Fairfield – Fairfield Jobs Committee

Secondary Responsibility: Fairfield Area Chamber of Commerce, Fairfield
Entrepreneurs Association

Strategies: Execute a marketing plan through the directors of the Fairfield Economic Development Association and the Fairfield Area Chamber of Commerce. Conduct a comprehensive business survey to obtain information on opportunities for expansion and elements that may prevent expansion.

Objective 1A (2): To develop a 1-3 year strategic economic development plan involving Fairfield Economic Development Association, Fairfield Area Chamber of Commerce, the City of Fairfield – City Council Economic Development Committee and Jobs Committee, and all other development-related organizations, incorporating a well-defined and efficient development strategy and priorities for moving forward

Success Indicator/Date: Plan completed in 2004

Lead Responsibility: City of Fairfield – City Council Economic Development
Committee, Fairfield Economic Development Association,
Fairfield Area Chamber of Commerce

Secondary Responsibility: City of Fairfield – Fairfield Jobs Committee, Fairfield
Entrepreneurs Association

Strategies: Form a joint committee from the Fairfield Jobs Committee, the Chamber, City of Fairfield – City Council Economic Development Committee, and the Fairfield Economic Development Association with the services of the University of Northern Iowa’s Institute for Decision Making to develop the plan. Closely monitor business growth and plans for future expansion or contraction of companies doing business in Fairfield. Consider the feasibility of hiring a full-time economic director for the Fairfield Economic Development Association.

Objective 1A (3): To develop a proactive marketing plan for Fairfield, targeting existing and prospective businesses and industry

Success Indicator/Date: Marketing plan is completed in 2004

Lead Responsibility: Fairfield Economic Development Association, Fairfield Area
Chamber of Commerce

Secondary Responsibility: Local marketing experts

Strategies: Fairfield Area Chamber of Commerce spearheads the marketing plan to attract industry, jobs, and tourism. Include the development of a community tagline in the marketing plan.

Objective 1A (4): To develop a new office park for non-manufacturing related businesses

Success Indicator/Date: Office park developed by 2007

Lead Responsibility: Fairfield Economic Development Association,
Fairfield Area Chamber of Commerce

Secondary Responsibility: City of Fairfield – City Council Economic Development
Committee, Private Developers

Strategies: Include the proposal for a new office park in a citywide comprehensive land use plan, with site location and assessment of infrastructure needs. Park to include childcare facilities and amenities including restaurants.

Aim 1B: To revitalize our community’s downtown as a hub of business, government, and civic activity

Objective 1B (1): To construct a civic center in Fairfield capable of housing events related to arts and culture, business and industry, youth and recreation as an anchor to the downtown area

Success Indicator/Date: Funding secured by first quarter of 2003

Lead Responsibility: Jefferson County Civic Center Board, City of Fairfield
City Council

Secondary Responsibility: Fairfield Area Chamber of Commerce, Jefferson
County Supervisors

Strategies: All responsible organizations work to secure funding by the end of 2002.

Objective 1B (2): To strengthen and promote downtown Fairfield’s retail, dining, and meeting opportunities

Success Indicator/Date: Full occupancy by 2005

Lead Responsibility: Fairfield Area Chamber of Commerce

Secondary Responsibility: Fairfield Economic Development Association

Strategies: Reenliven Progressive Merchants Association. Encourage retail and dining establishments to remain open on evenings when cultural events are scheduled. Recruit new retail businesses and restaurants to complement existing establishments, and promote all. Explore opportunities to reuse or rehabilitate existing downtown buildings. Develop annual “Taste of Fairfield” event.

Objective 1B (3): To create a Convention and Visitors Bureau to develop and promote destination attractions and events in the Fairfield and Jefferson County area

Success Indicator/Date: Hire an executive director in 2003; appoint a Board of
Directors by 2003

Lead Responsibility: City of Fairfield – City Council, Fairfield Area Chamber
of Commerce

Secondary Responsibility: Fairfield Art Association, Fairfield performing arts
organizations, Jefferson County Trails Council, M.U.M.
Eco-Fair Board

Strategies: The Mayor’s Office and Fairfield Area Chamber of Commerce Executive Committee appoint a board to explore the options for developing tourism and creating a bureau of tourism and conventions. Hold a regional meeting of tourism organizations to plan joint events and regional attractions.

Objective 1B (4): To improve the financial feasibility of developing in downtown Fairfield

Success Indicator/Date: Plan developed by 2004; continuation of the downtown bank loan program

Lead Responsibility: Fairfield Area Chamber of Commerce, Downtown Revitalization Committee

Secondary Responsibility: City of Fairfield – City Council Economic Development Committee, Fairfield banks

Strategies: Develop a plan to make downtown more financially attractive to new business development. Promote the local revitalization bank loan program.

Aim 1C: To create an economic environment, including venture capital resources, that nourishes innovative business develop

Objective 1C (1): To establish the largest community-based venture capital fund in Iowa for investing local financial resources in support of Fairfield’s new and expanding businesses

Success Indicator/Date: \$2.5 million committed for investments by 2004; \$10 million committed for investments by 2005; \$20 million committed for investments by 2006

Lead Responsibility: Fairfield Entrepreneurs Association, Fairfield Economic Development Association, Fairfield Area Chamber of Commerce

Secondary Responsibility: Local banks and investment advisors

Strategies: Begin a program to educate local investors in the opportunities of creating an investment pool leveraged by state and national programs. Create an advisory board of all key players.

Objective 1C (2): To establish an entrepreneurial business development center (incubator) capable of supporting the growth of new businesses and creating an environment of innovation, mentoring, and technology transference

Success Indicator/Date: Development of business plan for the incubator by 2003; incubator open by 2005

Lead Responsibility: Maharishi University of Management, Fairfield Entrepreneurs Association

Secondary Responsibility: Fairfield Economic Development Association, Fairfield Area Chamber of Commerce

Strategies: Form an advisory board that includes all relevant organizations, including Maharishi University of Management Business Department, the John Pappajohn Center for Entrepreneurial Studies, the Kaufman Foundation, and other regional colleges. Create a strategic plan to develop the incubator supported by the venture capital fund.

Objective 1C (3): To establish a community grants writing office to increase Fairfield's ability to seek funding for community projects

Success Indicator/Date: Office opened by 2003; three new grant application filed by 2004 with one new project funded by 2005

Lead Responsibility: City of Fairfield – City Council Economic Development Committee

Secondary Responsibility: Jefferson County Board of Supervisors

Strategies: Identify and recruit volunteer grants writers. Provide initial funding for office space and business equipment. Write grant applications, which should include continuing funding for personnel, office space, and equipment.

GOAL 2: TO IMPROVE OUR COMMUNITY'S PHYSICAL ASSETS, BEAUTY, AND NATURAL ENVIRONMENT

Fairfield's ability to convey a sense of beauty, appreciation for the natural environment, and plans to manage growth, shapes the quality of life of current and future residents, as well as the external impressions made upon visitors. This goal challenges Fairfield to be proactive in establishing plans and guidelines for the growth of the community's infrastructure, to enhance the beauty and physical attractiveness of the community, and to embrace and promote the practice of sustainable living.

Improving Fairfield's **physical assets, beauty, and natural environment** is vital to the community because it:

- Creates a sense of pride within Fairfield.
- Improves the community's ability to make a good "first impression" on visitors and usinesses, thereby enhancing the community's external reputation.
- Conserves and makes proper use of our natural resources and promotes improved health and well-being of our residents.
- Sets forth how Fairfield will integrate the development of a new Highway 34 bypass around the city.
- Creates a physically attractive and safe environment, free of aging, deteriorating, and vacant buildings.

Aim 2A: To beautify Fairfield's natural and built environment

Objective 2A (1): To stimulate community beautification and pride, publicizing, promoting, and coordinating efforts to clean up and beautify Fairfield

Success Indicator/Date: A beautification master plan is developed by 2004

Lead Responsibility: City of Fairfield – Beautification Commission

Secondary Responsibility: Fairfield Community Schools, Maharishi School of the Age of Enlightenment, Fairfield Area Chamber of Commerce, in cooperation with homeowners, businesses, and service agencies

Strategies: Address both clean-up (litter and junk, weeds, dilapidated properties) and beautification (flowers, trees, landscaping). Build community spirit by involving as many people as possible. Give awards and recognition to promote pride.

Objective 2A (2): To implement consistent, charming, and historically respectful architectural and design standards in Fairfield’s business districts

Success Indicator/Date: Architectural and design standards developed by 2004

Lead Responsibility: City of Fairfield – Planning Administrator, proposed Design Review Commission, and City Council

Secondary Responsibility: City of Fairfield – Planning and Zoning Commission and Beautification Commission, Fairfield Area Chamber of Commerce, Iowa Architectural Foundation (consultant)

Strategies: Establish and empower a broadly representative Design Review Commission to follow up on the work of the Iowa Architectural Foundation. Address all cityscape and streetscape elements.

Objective 2A (3): To find new uses for or eliminate vacant commercial buildings

Success Indicator/Date: 50% reduction in vacant buildings by 2007

Lead Responsibility: City of Fairfield – City Council Economic Development Committee

Secondary Responsibility: Fairfield Economic Development Association

Strategies: Establish a fund to raze and eliminate dangerous and dilapidated vacant commercial buildings. Explore policies that require building owners to meet aesthetic standards for vacant buildings.

Objective 2A (4): To clean up and build community pride in the “New Chicago” neighborhood

Success Indicator/Date: Properties noticeably improved by 2005

Lead Responsibility: Proposed New Chicago Restoration Association

Secondary Responsibility: City of Fairfield – Beautification Commission

Strategies: Organize an association of business owners and residents to address clean up. Explore ways to promote neighborhood. Improve and beautify railroad right of way.

Objective 2A (5): To update Fairfield’s commercial signs ordinance for more consistent signage

Success Indicator/Date: Ordinance is updated by end of 2003

Lead Responsibility: City of Fairfield – Planning Administrator, proposed Design Review Commission, and City Council

Secondary Responsibility: Fairfield Area Chamber of Commerce, City of Fairfield
– Beautification Commission

Strategies: Amend the City’s sign ordinance to specify more consistent and attractive size, type, and placement of commercial signs.

Aim 2B: To plan and build carefully designed public infrastructure improvements

Objective 2B (1): To guide the orderly development of the areas of Fairfield surrounding the new Highway 34

Success Indicator/Date: The area is zoned by 2003–2004

Lead Responsibility: City of Fairfield – Planning Administrator, Planning & Zoning Commission, and City Council

Secondary Responsibility: Jefferson County Board of Supervisors

Strategies: Implement carefully planned annexation, zoning, and/or extraterritorial zoning.

Objective 2B (2): To attractively redevelop the Highway 34 business corridor in Fairfield

Success Indicator/Date: Complete a redevelopment plan by 2005 and redevelopment by 2007–2009

Lead Responsibility: City of Fairfield – Planning Administrator and City Council in consultation with the Iowa Department of Transportation

Secondary Responsibility: Jefferson County Trails Council, City of Fairfield – Beautification Commission and Tree Enhancement Committee

Strategies: Redevelop Highway 34 West into three lanes and Highway 34 East into a central tree-lined boulevard, both with extra-wide bike paths/sidewalks and buried utilities. Create a north-south corridor for alternative transportation connecting the center of Fairfield to the loop trail on the north and south sides of the city.

Objective 2B (3): To implement a sidewalks improvement schedule to improve pedestrian safety and accessibility

Success Indicator/Date: The schedule is implemented by 2003

Lead Responsibility: City of Fairfield – Planning Administrator and City Council

Secondary Responsibility: None

Strategies: Develop a mechanism for equitable financing of city sidewalks. Develop a city-wide schedule for sidewalk repair and replacement. Build new sidewalks as required.

Objective 2B (4): To design a plan that connects Fairfield’s neighborhoods, schools, parks, and recreational facilities through bicycle routes, trails, and walking paths, and that ties into the Jefferson County Trails system

Success Indicator/Date: The plan is developed by 2004

Lead Responsibility: City of Fairfield – Planning Administrator and City Council, and Jefferson County Trails Council

Secondary Responsibility: none

Strategies: Identify arterial streets for bike lanes and pedestrian and bike paths. Implement the plan in coordination with city street reconstruction.

Objective 2B (5): To accelerate the resurfacing and rebuilding of city streets

Success Indicator/Date: Sources of funding are identified by 2004; an accelerated plan is adopted by 2005

Lead Responsibility: City of Fairfield – City Administrator and City Council

Secondary Responsibility: None

Strategies: Promote the extension of the Local Option Sales Tax beyond 2009 to be used (in part) for city streets.

Objective 2B (6): To cooperatively develop a long-range plan for the phased burial of utility cables

Success Indicator/Date: A plan is developed and agreed to by 2004

Lead Responsibility: City of Fairfield – Planning Administrator and City Council, in cooperation with utility providers

Secondary Responsibility: City of Fairfield – Beautification Commission

Strategies: Address sightliness in commercial areas, burial of new installations, and appropriate use of pedestals. Consider a 30–40 year plan for phased burial of all feasible utilities in coordination with planned utility replacements and street rebuilding.

Aim 2C: To encourage creative, responsible, long-term stewardship of our natural resources

Objective 2C (1): To become a leader in providing information about, and in promoting, environmentally sound (sustainable living) practices

Success Indicator/Date: A promotional plan and events schedule is developed by 2004 and implemented by 2005

Lead Responsibility: Leopold Group (Sierra Club)

Secondary Responsibility: Abundance EcoVillage, Maharishi University of Management Permaculture Club, Maharishi University of Management Eco-Fair Board, Maharishi University of Management Sustainable Living Program, Fairfield Area Chamber of Commerce, SEMCO, and Jefferson County Extension Service

Strategies: Create a regular schedule of trade shows, hands-on seminars, educational programs, public presentations, and publications in local media. Provide a mechanism both for coordinating local efforts and promoting Fairfield’s sustainable community in a wider geographical area.

Objective 2C (2): To expand and promote the annual Eco-Fair

Success Indicator/Date: Annual increase in the number of nationally known speakers; the number of Eco-Fair participants from outside of Jefferson County

Lead Responsibility: Maharishi University of Management Eco-Fair Board

Secondary Responsibility: Maharishi University of Management Sustainable Living program, Maharishi University of Management Permaculture Club, Iowa State University Extension, Leopold Group (Sierra Club), Abundance EcoVillage, area schools

Strategies: Create broad-based Eco-Fair Steering Committee composed of leaders of various ecological/environmental organizations in Jefferson County. Organize and promote Eco-Fair events.

Objective 2C (3): To adopt environmentally sound public policies and public practices

Success Indicator/Date: Specific proposals are developed by 2004 and considered and implemented by 2005

Lead Responsibility: City of Fairfield – Planning Administrator and City Council

Secondary Responsibility: Fairfield Community Schools, Jefferson County, Jefferson County Hospital, SEMCO, Maharishi University of Management Permaculture Club, Leopold Group (Sierra Club), City of Fairfield – Tree Enhancement Committee

Strategies: Local environmental and related organizations develop proposals relating to environmentally sound practices to be considered for adoption by public bodies.

GOAL 3: TO ADVANCE FAIRFIELD'S EDUCATIONAL OPPORTUNITIES

Education and learning within a community signal growth and vitality. This goal reflects Fairfield's ongoing commitment to educate all residents and to provide opportunities for personal development and lifelong learning. Education will influence many components of the plan, from skill development within the workforce and cultural education within K-12 school, to educational programs for senior residents.

Advancing Fairfield's **educational opportunities** is vital to the community because it:

- Nurtures growth and achievement by helping people of all ages reach their maximum potential.
- Continually increases residents' level of learning and educational attainment.
- Promotes tolerance, good citizenship, harmony, and respect among residents.
- Retains and attracts people to Fairfield.
- Serves as an engine of economic progress by increasing preparedness of youth and the skills and training of adults.
- Enhances Fairfield's image as a center for learning.
- Stimulates technology transfer and entrepreneurship.
- Supports increased family involvement in youth education.

Aim 3A: To maintain and promote excellence in our pre-K–12 systems

Objective 3A (1): To increase involvement of parents in their children’s education

Success Indicator/Date: School officials indicate that parental involvement in their child’s education in and out of school has noticeably increased by 2007 as measured by decreased behavioral problems and improved academic performance

Lead Responsibility: Fairfield Community Schools and Maharishi School of the Age of Enlightenment

Secondary Responsibility: Parent/teacher groups (e.g., site teams), planning committees, and parent volunteers

Strategies: Expand and grow parent education programs and parent/teacher groups like Pence Pals for all grade schools, middle schools, and high schools. Encourage greater attendance at parent-teacher conferences and increasing parental time in supporting children’s activities. Promote mentoring and other support for educational programs.

Objective 3A (2): To attract and retain outstanding faculty and administration

Success Indicator/Date: Increased retention of quality staff and greater opportunity for advancement from within

Lead Responsibility: The governing boards of Fairfield Community Schools and Maharishi School of the Age of Enlightenment

Secondary Responsibility: Grant writers, partnership funding sources, and private school Development Offices

Strategies: School Boards and school superintendents/heads pursue all avenues of potential funding to provide competitive compensation to school personnel.

Objective 3A (3): To establish and maintain state-of-the-art physical facilities and technological capacity in our schools

Success Indicator/Date: Identify and attain objective standards for school technical facilities by 2006

Lead Responsibility: Superintendent of Fairfield Community Schools and School Head of Maharishi School of the Age of Enlightenment

Secondary Responsibility: Fairfield Community Education Association, foundations and Development Offices that support private schools, and grant writers

Strategies: Research standards, including those of North Central Association, regarding physical and technological facilities in schools. Create a schedule of schools’ technical facilities and needed improvements. Publicize the foundations that support our schools, develop partnerships with local industry and businesses, and pursue grants.

Publicize successes in newspapers, on radio, and on Fairfield Public Access TV and to businesses and organizations.

Aim 3B: To expand and promote local opportunities for higher education for all residents

Objective 3B (1): To coordinate opportunities provided by all of our local institutions of higher learning

Success Indicator/Date: Cooperative agreement among Maharishi University of Management, Indian Hills Community College, Iowa Wesleyan College, and other institutions of higher education serving the community by 2005

Lead Responsibility: Maharishi University of Management, Indian Hills Community College, and Iowa Wesleyan College

Secondary Responsibility: Jefferson County Extension Office, Buena Vista Extension Office, and University of Northern Iowa Extension Office

Strategies: Survey residents about what needs and interests they have in a learning consortium of schools and universities. Create a catalog with all course offerings available in Fairfield, and publicize widely. Create a higher education task force to explore cooperative delivery of courses. Offer lectures or a lecture series for the whole community, presented by local faculty or outside guest lecturers.

Objective 3B (2): To promote Fairfield as a center of post-secondary education

Success Indicator/Date: Increased participation in course offerings is noted by 2006

Lead Responsibility: Maharishi University of Management, Indian Hills Community College, Iowa Wesleyan College

Secondary Responsibility: Jefferson County Extension Office, Buena Vista Extension Office, and University of Northern Iowa Extension Office

Strategies: Improve public awareness of higher educational opportunities in Fairfield. Notify public of available course options through newsprint, radio, Web sites, posters, Fairfield Public Access TV, and flyers.

Aim 3C: To provide more opportunities for lifelong learning

Objective 3C (1): To identify and offer relevant curricula to enhance opportunities for the local workforce

Success Indicator/Date: New course offerings by 2004

Lead Responsibility: Maharishi University of Management, Indian Hills Community College, Iowa Wesleyan College, and Fairfield Community Schools

Secondary Responsibility: Fairfield Entrepreneurs Association, Fairfield Manufacturing Association, The Beatbox, and Fairfield Area Chamber of Commerce

Strategies: Conduct needs assessment of educational and skills requirements of local businesses. Offer courses through different media, including classroom instruction, ICN, satellite, and the Internet. Publicize course offerings through newspapers, radio, Web sites, Fairfield Public Access TV, posters, and flyers.

Objective 3C (2): To identify and offer a wide variety of lifestyle, recreational, and informational courses

Success Indicator/Date: Increased number and variety of courses and participation by 2006

Lead Responsibility: Maharishi University of Management, Indian Hills Community College, Iowa Wesleyan College, and Fairfield Public Library

Secondary Responsibility: The Beatbox and the Senior Center

Strategies: Conduct mail, email, flyer, and/or Internet survey to determine interest in course offerings. Offer courses through different media, including classroom instruction, ICN, satellite, and the Internet. Publicize course offerings through newspapers, radio, Fairfield Public Access TV, posters, flyers, and Web sites.

GOAL 4: TO CULTIVATE AND PROMOTE FAIRFIELD'S CULTURAL RICHNESS AND RECREATIONAL OPPORTUNITIES

The residents of Fairfield, like those of other communities, desire an enjoyable, interesting and entertaining place to live. Visitors also seek new and inviting experiences that differ from those of their own communities. This goal seeks to raise the level of Fairfield's recreational opportunities and to capitalize on its many cultural assets. Developing and promoting these assets will not only require open minds and great vision, but also widespread participation and new financial investment.

Cultivating Fairfield's **cultural richness and recreational opportunities** is vital to the community because it:

- Enriches our lives by providing an opportunity to experience many different cultures.
- Promotes our physical and mental well-being and provides a foundation for a healthy life.
- Provides entertainment incentives to retain and attract young residents.
- Generates economic and social benefits for the community.
- Helps us to learn and appreciate more about our neighbors.
- Highlights Fairfield's collective wealth of artistic talent, thereby increasing its regional profile/image related to art and culture.
- Provides learning opportunities for children of all ages.

Aim 4A: To enhance opportunities for residents and visitors to experience and in arts and culture in Fairfield

Objective 4A (1): To crystallize our community's identity for marketing our community

Success Indicator/Date: Tagline created by 2003

Lead Responsibility: City of Fairfield – Mayor's Office and Fairfield Strategic Planning Commission

Secondary Responsibility: None

Strategies: Create a community tagline that captures the essence of Fairfield and its unique and diverse qualities. Use tagline to market Fairfield and all it has to offer.

Objective 4A (2): To create a wide variety of programs for the proposed Jefferson County Civic Center, providing arts, culture, and entertainment, and events for business, industry, and agriculture

Success Indicator/Date: Civic Center Director hired by 2005

Lead Responsibility: Jefferson County Civic Center Board

Secondary Responsibility: Fairfield Area Chamber of Commerce and proposed Fairfield Arts Council

Strategies: Aggressively market the facility to create name recognition for the Civic Center and to enhance Fairfield's reputation as a regional events center. Direct visitors, traffic, and event registration to the Civic Center.

Objective 4A (3): To create a Fairfield Arts Council, representing and including in its membership Fairfield's cultural, fine arts, and performing arts organizations and artists, thus helping to coordinate and synergize artistic and cultural activity in Fairfield

Success Indicator/Date: Arts Council created by 2004

Lead Responsibility: Fairfield Art Association and Fairfield Area Community Theater

Secondary Responsibility: ArtLife Society, Fairfield Ballet, Fairfield Concert Association, Fairfield Dance Company, Iowa Conservatory Theater, Iowa Theater Company, Maharishi University of Management, Odyssey Stage Theatre Company, and Prairie Moon Theater Company

Strategies: Identify all artistic and cultural organizations in the community. Convene representatives from each organization to discuss creating a council with one member of each organization participating in the council. Coordinate programming of artistic and cultural events. Promote the arts in Fairfield in a coordinated manner.

Objective 4A (4): To create and maintain a Community Calendar, easily accessible and including all cultural, recreational, and educational activities, thereby promoting complementary events

Success Indicator/Date: The community generally is relying on the calendar as a tool following its introduction by 2004

Lead Responsibility: City of Fairfield – Planning Department

Secondary Responsibility: Proposed Convention and Visitors Bureau, Fairfield Area Chamber of Commerce, Maharishi University of Management Office of Public Affairs, proposed Fairfield Arts Council, Fairfield Public Access Channel (FPAC), and Radiovillage.com

Strategies: Increase the awareness and accessibility of the calendar by publishing it in various ways.

Objective 4A (5): To create an In-Home Guest Program for event-overflow housing that highlights Fairfield’s small town hospitality

Success Indicator/Date: Fifty host homes available by 2005

Lead Responsibility: Proposed Convention and Visitors Bureau

Secondary Responsibility: 8000 Now

Strategies: Advertise in community newspapers. Create a database regarding compatibility factors of host and visitor, such as family, smoking, available space, seasons available, etc

Aim 4B: To provide quality facilities and resources for recreation

Objective 4B (1): To build a new outdoor sports center that expands recreational opportunities in Fairfield

Success Indicator/Date: Open facility by 2005

Lead Responsibility: City of Fairfield – Parks and Recreation Department

Secondary Responsibility: City of Fairfield – Planning Administrator, Fairfield American Softball Association Board, Babe Ruth Board, Fairfield Soccer Association, and Service Clubs including Elks, Lions, Rotary, Kiwanis, Jaycees, and Optimists

Strategies: Identify the sports complex site. Hire a designer. Undertake a fundraising campaign.

Objective 4B (2): To create a community sports pass that enables residents to use both University and community facilities

Success Indicator/Date: The sports pass is available by 2004

Lead Responsibility: Maharishi University of Management and City of Fairfield – Parks and Recreation Department

Secondary Responsibility: None

Strategies: Maharishi University of Management and the Fairfield Parks and Recreation Department meet and work out terms of program. Work with Fairfield Community Schools and Maharishi School of the Age of Enlightenment to involve their facilities.

Objective 4B (3): To create an integrated trails system throughout Fairfield and Jefferson County

Success Indicator/Date: Three trails completed by 2007

Lead Responsibility: Jefferson County Trails Council and City of Fairfield – Planning Administrator

Secondary Responsibility: None

Strategies: Create a Recreational Trail, utilizing wetlands, woodlands, prairie, watersheds, a state preserve, and city parks. Create a Heritage Trail to educate and celebrate the history of both city and county, featuring Fairfield’s finest architecture, National Historic Registry buildings, and the Loudon Machinery Company’s innovative role in the evolution of farming. Create Water Trail to take advantage of the existing bodies of water within the county: the Cedar Creek, Skunk River and the three city reservoirs.

Aim 4C: To schedule and promote diverse cultural, artistic, and recreational events and activities annually (or otherwise regularly), thus making Fairfield more attractive and enjoyable for residents and visitors alike

Objective 4C (1): To organize a Fairfield Arts Festival featuring the diverse cultures, traditions, and broad artistic talent found within Fairfield and southeast Iowa

Success Indicator/Date: 500 visitors attend the first Festival held in 2005

Lead Responsibility: proposed Fairfield Convention and Visitors Bureau and proposed Fairfield Arts Council

Secondary Responsibility: Fairfield Art Association, Fairfield Area Community Theater, proposed Civic Center Artistic Director, Maharishi University of Management Theater Department, Iowa Theatre Company, Iowa Conservatory Theater, Iowa Theater Company, Maharishi University of Management, Odyssey Stage Theatre Company, and Prairie Moon Theater Company

Strategies: Accent regional marketing and promotion of the event to attract visitors and to develop recognition as a premiere regional event. Conduct an inventory of the diverse cultures represented in Fairfield.

Objective 4C (2): To organize a “Weekend Sports Extravaganza” featuring a wide variety of sporting events attractive to resident and visiting athletes and to spectators

Success Indicator/Date: Ten events are taking place with 1,000 participants by 2006

Lead Responsibility: City of Fairfield – Parks and Recreation Department and Fairfield BikeFest Organizing Committee

Secondary Responsibility: Fairfield Golf and Country Club, area schools, Fairfield softball and baseball leagues, Jefferson County Trails Council, and director of proposed Convention and Visitors Bureau

Strategies: Build upon the already successful annual BikeFest. Events could include: bike races, walking marathons, golf tournaments, basketball, tennis, horse shows, and baseball/softball, running marathon, Frisbee golf, skeet, trap shoot, archery, and ultimate Frisbee

Objective 4C (3): To expand and promote Kiwanis Kids Day each fall

Success Indicator/Date: The first School Band Day is held in 2006 with ten bands participating by 2008; the first children's film festival is held in 2006

Lead Responsibility: Kiwanis Club and Fairfield Band Aids

Secondary Responsibility: Fairfield High School Band

Strategies: Make Kiwanis Kids Day a bigger event, involving more kids and their parents. Organize an annual School Band Day, with regional bands invited to participate in the Kiwanis Kids Day Parade before a judged marching band competition in Trojan Stadium. Add a children's film festival. Expand to a full weekend of activities.

Objective 4C (4): To enhance and expand the Dodge Power Wagon Rally

Success Indicator/Date: Fifteen food vendors and increased public participation by 2004

Lead Responsibility: Power Wagon Rally Board

Secondary Responsibility: Fairfield Area Chamber of Commerce

Strategies: Provide additional services such as food booths and live music.

Objective 4C (5): To organize an Annual Trails Festival

Success Indicator/Date: 500 participants attend the first year, 2005

Lead Responsibility: Jefferson County Trails Council

Secondary Responsibility: Jefferson County Conservation Board, City of Fairfield – Parks and Recreation Department, and Rotary

Strategies: Include biking, walking, and running on Fairfield's extensive and growing trail system, increasing awareness of the trails and perhaps including, along the way, education on historic sites, wetland tours, and wildlife discussions.

Objective 4C (6): To expand the Fairfield Farmers Market

Success Indicator/Date: Increase vendor participation by 50% per year through 2005

Lead Responsibility: Farmers Market Advisory Board

Secondary Responsibility: Fairfield Area Chamber of Commerce

Strategies: Add live music. Encourage sidewalk sales of crafts and other goods. Promote the Farmers Market regionally.

Objective 4C (7): To expand and promote "Live on the Square" summer series

Success Indicator/Date: Six concerts by 2003; first all-day event by 2006

Lead Responsibility: City of Fairfield – Mayor’s Office and Parks and Recreation Department

Secondary Responsibility: Fairfield Area Chamber of Commerce Events Committee, proposed Convention and Visitors Bureau

Strategies: Draw “name” bands, as well as local and regional talent. Promote the concerts regionally. Coordinate with evening retail hours, restaurant specials, and food, art, and craft vendors. Create one all-day event per year.

Objective 4C (8): To expand and promote “1st Friday Art Walks”

Success Indicator/Date: 5,000 attendees in 2003, increasing yearly thereafter; 100 artists represented per quarter; 10% increase in sales of artwork per month

Lead Responsibility: ArtLife Society

Secondary Responsibility: Proposed Fairfield Arts Council and proposed Convention and Visitors Bureau

Strategies: Draw regional and statewide artistic talent and promote the event throughout Iowa. Coordinate with evening retail hours, restaurant specials, and food and craft vendors. Schedule Art Walks in conjunction with other cultural events.

Objective 4C (9): To organize an annual architectural tour of Fairfield

Success Indicator/Date: Annual tours to begin 2004

Lead Responsibility: Jefferson County Historic Preservation Commission and Maharishi Global Construction

Secondary Responsibility: Proposed Convention and Visitors Bureau

Strategies: Create a registry of all historic homes and commercial buildings, and a registry of Maharishi Sthapatya VedaSM design homes and commercial buildings. Market the tour regionally. Create historic preservation awards for new restoration projects.

Objective 4C (10): To organize Memorial Day Weekend at Chautauqua Park

Success Indicator/Date: Twenty-five vendors and performers plus 500 in attendance with the first annual event held by 2008

Lead Responsibility: Rotary Club

Secondary Responsibility: none

Strategies: Highlights include a parade, children’s carnival, food vendors, different musical groups at each shelter, and arts and crafts displays.

Objective 4C (11): To sponsor a Highway 34 Connecting Link Celebration

Success Indicator/Date: The Celebration is held in 2007 with the participation of at least ten communities from along the Burlington to Des Moines Freeway

Lead Responsibility: Fairfield Area Chamber of Commerce, in consultation with the Iowa Department of Transportation and the Highway 34 Coalition

Secondary Responsibility: Proposed Convention and Visitors Bureau and Highway 34 Coalition

Strategies: This should be a major event for a major accomplishment. The celebration could include features such as a parade with bands from each connected community, dignitaries, antique cars, solar-powered cars, antique to new tractors, and monster trucks.

GOAL 5: TO STRENGTHEN FAIRFIELD AS A CARING COMMUNITY

Fairfield cherishes the warmth and neighborliness shown and experienced within the community. Residents enjoy safety and look for opportunities to help others in need. This goal seeks to preserve and enhance residents' well-being and the community's capacity and strategies for identifying and assisting individuals and groups in need.

Strengthening Fairfield as a **caring community** is vital because it:

- Provides a safe and respectful environment for residents to live and work.
- Cultivates an environment of neighbor helping neighbor.
- Positions the community to identify and prepare for future needs and challenges within the community.
- Recognizes the importance of accommodating the unique issues and interests within the local community, e.g. youth, elderly families, etc.
- Coordinates preventative wellness efforts with responsive healthcare.
- Raises the level of care provided within the community.
- Instills a sense of commitment to the "greater good" of the community.
- Creates diverse connections and networks among residents, which produce synergy for economic and community growth.
- Expands Fairfield's volunteer base and the number of individuals, businesses, and organizations uniting to achieve the vision for Fairfield's future.

Aim 5A: To strengthen and support our health, wellness, safety, and social services

Objective 5A (1): To implement effective and comprehensive programs addressing substance abuse targeting Fairfield's youth and other at risk populations

Success Indicator/Date: Beginning in 2006, a decrease in cases of drug abuse, omvi, and recidivism occurs over time

Lead Responsibility: City of Fairfield Police Department

Secondary Responsibility: Area schools and the Elks Club in consultation with the 8th Judicial District Probation Services

Strategies: Gather baseline information and determine what courses and programs should be offered.

Objective 5A (2): To provide an opportunity for additional flu vaccinations to low-income families

Success Indicator/Date: Increase the number of participants to 500 by 2004

Lead Responsibility: Fairfield Medical Society and Jefferson County Public Health Department (Nurse)

Secondary Responsibility: Jefferson County Hospital Foundation

Strategies: Undertake fundraising annually to cover unmet need.

Objective 5A (3): To establish and coordinate a "Help a Neighbor Day" community-wide volunteer event, which provides opportunities for Fairfield residents to interact and care for each other

Success Indicator/Date: The first annual event occurs in 2004 with a community-wide representation of volunteers

Lead Responsibility: Fairfield Area Ministerial Association, area houses of worship, Habitat for Humanity, and Department of Human Services

Secondary Responsibility: Jefferson County Council on Aging, City of Fairfield – City Council, and the Student Governments at Fairfield High School and the Maharishi School of the Age of Enlightenment

Strategies: City Councilpersons coordinate for their wards; possibly coordinate with block parties.

Objective 5A (4): To create an animal-control taskforce that will make recommendations to the Fairfield City Council, to the Jefferson County Board of Supervisors, and to the community at large

Success Indicator/Date: The taskforce is created by 2003-2004 with recommendations by 2004

Lead Responsibility: City of Fairfield – City Council and Jefferson County Board of Supervisors

Secondary Responsibility: Noah's Ark and Heavenly Pet Sanctuary in consultation with veterinary clinics

Strategies: Appoint a broadly representative task force. Propose funding sources for implementing recommendations. Expand spay and neuter programs.

Objective 5B (1): To promote increased participation in local foster care programs, including new commitments for foster care homes and for the provision of amenities

Success Indicator/Date: Fourteen new homes are provided by 2004 serving 25 children; a new program exists providing important transitional amenities

Lead Responsibility: Fairfield Ministerial Association, in consultation with the Iowa Department of Human Services

Secondary Responsibility: Local houses of worship

Strategies: Implement a promotional plan to recruit new foster caregivers. Provide amenities such as luggage, toiletries, stationery, and stuffed toys.

Aim 5B: To expand opportunities to support families and youth

Objective 5B (2): To facilitate the reunification of qualified caregiver families who have a child/children in foster care

Success Indicator/Date: Identify a lead organization by 2004; reduce by 50% the number of children waiting for reunification by 2005

Lead Responsibility: City of Fairfield – Mayor, in consultation with the Iowa Department of Human Services

Secondary Responsibility: Fairfield Area Ministerial Association

Strategies: Identify an appropriate organization to lead in the effort. Raise funds to cover unmet need for funds for hair analysis of those needing drug testing.

Objective 5B (3): To expand mentoring programs, which provide direction, help, and support for the development of Fairfield’s youth

Success Indicator/Date: Triple the number of students being mentored by 2006

Lead Responsibility: The Counselors and Administration of Fairfield Community Schools and Maharishi School of the Age of Enlightenment, in consultation with Iowa State Bank and the Rotary Club

Secondary Responsibility: Retired teachers and community service clubs including Elks, Lions, Kiwanis, Jaycees, and Optimists

Strategies: Inventory current mentoring programs and determine the number of youth served. Promote the program to inspire other organizations to become involved.

Objective 5B (4): To encourage student interaction in local civic organizations, businesses, and community programs

Success Indicator/Date: Organizations are reporting increased student involvement by Program by 2004; beyond then, provide places for all area students who wish to participate

Lead Responsibility: Fairfield Community Schools, Maharishi School of the Age of Enlightenment, and Rotary Club

Secondary Responsibility: Fairfield Area Chamber of Commerce and civic organizations

Strategies: Create student membership or ex officio positions within civic organizations. Enhance current job shadow program. Recruit additional businesses to participate.

Objective 5B (5): To create a Youth Council to educate youth on local government issues and provide leadership training

Success Indicator/Date: Form Youth Council by 2004

Lead Responsibility: City of Fairfield – Mayor’s Office

Secondary Responsibility: City of Fairfield – City Administrator, area high school government teachers

Strategies: Consult with area government teachers regarding the formation of the council and the selection process. Appoint an official from city government to supervise and work as a liaison to the City Council. Develop guidelines for the Youth Council including a mission statement, operating procedures including appropriate adult supervision, and a structure for interaction with elected officials. Present an ordinance to the City Council to form the Youth Council.

Objective 5B (6): To provide a safety net for children, which helps ensure that all local children are equipped with the school supplies necessary for peak academic performance

Success Indicator/Date: Supplies provided by 2004 to children who need them

Lead Responsibility: Republican Women, in consultation with SIEDA (Southern Iowa Economic Development Association) and the Post Office; Parent-Teacher groups; and school counselors

Secondary Responsibility: School principals

Strategies: Raise \$3,750 annually for art and school supplies, backpacks, etc. Create and publicize drop-off centers for donated supplies. Implement an adopt-a-child program.

Objective 5B (7): To increase the availability of affordable quality childcare, including special needs childcare in Fairfield

Success Indicator/Date: The childcare need in Fairfield is met by 2008

Lead Responsibility: City of Fairfield – City Council Economic Development Committee and Fairfield Area Chamber of Commerce, in consultation with Area Education Agency and the Governor’s Council on Developmental Disability

Secondary Responsibility: Community Child Care Center Board, City of Fairfield – Day Care Coordinator, and Maharishi School of the Age of Enlightenment

Strategies: Inventory currently available certified childcare. Survey unmet childcare needs. Meet with and involve existing childcare providers.

Objective 5C (1): To increase the availability and variety of options for affordable senior housing

Success Indicator/Date: Identify a developer for additional assisted living and other affordable senior housing options by 2004

Lead Responsibility: Fairfield Economic Development Association and Fairfield Area Chamber of Commerce

Secondary Responsibility: Jefferson County Agency on Aging and City of Fairfield – City Council Economic Development Committee

Strategies: Update needs assessment from the previous housing survey.

Aim 5C: To meet the needs of and expand the opportunities for our senior population

Objective 5C (2): To determine the need for adult daycare services and provide daycare in existing or new facilities

Success Indicator/Date: Needs assessment is completed by 2006

Lead Responsibility: Jefferson County Agency on Aging

Secondary Responsibility: Nelson Nursing Home, Parkview Care Center, and Sunnybrook Assisted Living

Strategies: Inventory currently available adult daycare. Survey unmet needs. Meet with potential adult daycare providers. Nursing homes and assisted living facilities might provide programs and respite care.

Aim 5D: To provide opportunities to strengthen community connectedness

Objective 5D (1): To bring residents together to interact and get to know each other

Success Indicator/Date: Hold 10 – 20 annual parties by 2004

Lead Responsibility: Service Clubs (Elks, Lions, Rotary, Kiwanis, Jaycees, and Optimists) and Maharishi University of Management Office of Public Affairs

Secondary Responsibility: Fairfield Ministerial Association and homeowner’s associations

Strategies: Organize an ongoing series of Fairfield block and neighborhood parties, enlisting 10 – 20 individuals to organize their respective areas. Create an annual job exchange program. Organize regular "town/gown events" such as desserts prior to campus theatrical and other events. Organize regular neighborhood cleanup campaigns. Organize community "Olympics."

Objective 5D (2): To welcome and integrate newcomers into the community, creating a sense of familiarity and connectedness

Success Indicator/Date: An ongoing program is in operation by 2004

Lead Responsibility: City of Fairfield – Planning Department

Secondary Responsibility: Fairfield Area Chamber of Commerce, Maharishi University of Management, and 8000 Now

Strategies: Distribute community information to newcomers at City Hall. Create a "Welcome" page on the City Web site. Arrange for monthly newspaper subscriptions for newcomers.

Objective 5D (3): To provide opportunities for students and teachers from public and private schools to interact

Success Indicator/Date: Two educational/cultural events sponsored by Fairfield Community Schools and Maharishi School of the Age of Enlightenment by 2004

Lead Responsibility: Maharishi School of the Age of Enlightenment, Fairfield Community Schools

Secondary Responsibility: none

Strategies: Cooperatively organize joint community projects, such as art projects to decorate the community, musical events, science or other classes, events held at neutral locations, and events sponsored and promoted by local businesses.

Objective 5D (4): To create a clearinghouse to recruit and coordinate community volunteers who wish to donate their time to community projects

Success Indicator/Date: Volunteer information is available to civic organizations and community projects by 2005

Lead Responsibility: City of Fairfield – Beautification Commission

Secondary Responsibility: Service Clubs (Elks, Lions, Rotary, Kiwanis, Jaycees, and Optimists), Fairfield Area Chamber of Commerce, and Fairfield area houses of worship

Strategies: Organize a Service Club Presidents Committee, or unified working group. Create a registry of volunteers and criteria for eligibility of projects to participate. Create a Web page on the city's Web site to promote the program, register volunteers, and list projects for which volunteers are needed. Provide awards for outstanding volunteerism.



GOING FORWARD



LEADING INTO THE FUTURE

Implementing Fairfield’s Community-Wide Strategic Plan and achieving the vision for Fairfield will require broad based commitment, dedication, and community spirit. The plan’s true success will be the concrete accomplishments it sparks. Individuals and organizations throughout Fairfield working together will create this success. For this to happen, we need to think creatively, form new relationships, and assume new responsibilities.

“Lead Responsibility” organizations and groups have agreed to accept the primary responsibility to coordinate the implementation of particular objectives in the plan. As lead organizations move forward in fulfilling each objective, they shall maintain regular communication with the Fairfield Strategic Planning Commission.

“Secondary Responsibility” organizations and groups have agreed to serve as active partners in the plan, working with lead organizations to fulfill particular objectives.

The following organizations have endorsed the plan and agreed to provide leadership over the next ten years.

Abundance EcoVillage	Fairfield Ballet
ArtLife Society	Fairfield Band Aids
Beatbox	Fairfield BikeFest
Central Valley Bank	Fairfield Community Education Association
City of Fairfield	Fairfield Community Schools
City of Fairfield	Fairfield Concert Association
– Beautification Commission	Fairfield Dance Company
City of Fairfield	Fairfield Eagles Club
– Parks and Recreation Department	Fairfield Economic Development Association
City of Fairfield	Fairfield Entrepreneurs Association
– Planning and Zoning Commission	Fairfield Farmers Market Advisory Board
City of Fairfield	Fairfield Golf and Country Club
– Police Department	Fairfield Jaycees
City of Fairfield	Fairfield Kiwanis Club
– Tree Enhancement Committee	Fairfield Lions Club
City of Fairfield	Fairfield Medical Society
– Jobs Committee	Fairfield Optimist Club
City of Fairfield	Fairfield Public Access Television
– Day Care Coordinator	Fairfield Public Library
Community Child Care Center Board	Fairfield Rotary Club
Elks 1192	Fairfield Senior Citizen Center
Fairfield Area ASA Softball Senior League	Fairfield Soccer Association
Fairfield Area Chamber of Commerce	First National Bank in Fairfield
Fairfield Area Community Theater	Habitat for Humanity
Fairfield Art Association	Heavenly Pet Sanctuary
Fairfield Babe Ruth	Indian Hills Community College

Iowa Conservatory Theatre	Maharishi School of the Age
Iowa State Bank	of Enlightenment
Iowa Theatre Company	Maharishi University of Management
Iowa Wesleyan College	M.U.M. Eco-Fair Board
Jefferson County Board of Supervisors	M.U.M. Permaculture Club
Jefferson County Civic Center Board	Nelson Nursing Home
Jefferson County Conservation Board	Noah's Ark
Jefferson County Department of Human Services	Odyssey Stage Theatre Company
Jefferson County Extension Service	Parkview Care Center
Jefferson County Historic Preservation Commission	Power Wagon Board
Jefferson County Hospital Foundation	Prairie Moon Theater Company
Jefferson County Public Health Nursing	Republican Women
Jefferson County Trails Council	SEMCO
KMCD/KICK-96	Sierra Club–Leopold Group
Libertyville Savings Bank	SunnyBrook Assisted Living
Maharishi Global Construction	8000 Now
	8th Judicial District Juvenile Court Services

MAINTAINING OUR COURSE

While the unveiling of Fairfield's Community-Wide Strategic Plan caps a highly productive year of dedicated planning by the community and the Commission, it also signals that our actual work is about to begin. Lead and secondary organizations should carefully incorporate strategic plan objectives for which they have responsibility into their own organizational programs, developing detailed action plans to achieve each objective.

A key role of the Fairfield Strategic Planning Commission will be to stay in touch with lead organizations, to follow their progress in implementing the plan's objectives, and to communicate the progress to the community. The Commission will also regularly update the strategic plan and identify when another full strategic plan should be developed.

Evaluating Our Plan and the Direction of Our Community

Over the next several years, it will be beneficial for the Commission and the public to evaluate the implementation of the plan and the ongoing direction of our community. This evaluation can be done using questions based on the plan's eight Cornerstone Values.

Each series of questions presented below challenges the community to take full advantage of its potential and to achieve its vision. The answers to these questions may provide useful feedback about how we need to revise or to reinforce the plan's goals, aims, and objectives throughout the next ten years. The questions also may prompt additional ideas to be included in strategic plan updates or revisions.

*How can we determine if our community-wide efforts to implement this plan are advancing **harmony and respect**, and ensuring that this value is a real, concrete cornerstone of our community?*

- In what ways are people in Fairfield friendlier to each other and outsiders than they were in 2002?
- How has awareness, understanding and appreciation of differences among individuals and groups in Fairfield increased?
- How is this demonstrated?
- How have residents come together, accepted, and creatively used their differences?
- How could Fairfield benefit from more cooperation among individuals and organizations, and how can this be achieved?
- What demonstrates that residents value and respect Fairfield's history, traditions, and heritage?
- How have residents become more tolerant and sensitive to needs, interests, and opinions of others?
- How is it demonstrated that cordial openness and candor are hallmarks of the community?
- How are people from different backgrounds taking advantage of new opportunities to forge new relationships and friendships?
- In what ways is the community working together to achieve its shared vision for the future?

*How can we determine if our community-wide efforts to implement this plan are advancing our **economic strength and vitality**, and ensuring that this value is a real, concrete cornerstone of our community?*

- In what ways is Fairfield an economically thriving community, with a wealth of economic opportunities for business, industry, and prospective workers?
- How can Fairfield's industrial and economic base be further diversified to create economic stability and strength?
- How is Fairfield aggressively pursuing opportunities to expand its economy into global markets?
- How do Fairfield's businesses cultivate and capitalize on area residents' strong work ethic?
- What steps are being taken to ensure that Fairfield's work force has the education and skills needed by local employers?
- How have wages and household incomes in Fairfield changed since 2002?
- How have Fairfield's assessed valuation and tax revenues changed since 2002?
- What public and private investments have been made since 2002 to competitively position Fairfield for economic growth?
- What access to venture capital and to other business development resources do new businesses have in Fairfield? How can this be improved?
- In what ways are Fairfield's downtown and local retail economy being revitalized?

*How can we determine if our community-wide efforts to implement this plan are advancing **education**, and ensuring that this value is a real, concrete cornerstone of our community?*

- What are Fairfield's standards for education?
- In what ways, if any, should Fairfield's educational expectations be higher?
- What new steps have been taken to promote excellence in Fairfield's schools?
- How have educational opportunities in Fairfield advanced since 2002?
- How does Fairfield challenge residents of all ages to reach their full educational potential?
- How easily available within the community are opportunities for lifelong learning?
- In what new ways is good citizenship being promoted by Fairfield's schools and universities?
- How are students participating more actively in civic affairs?
- How are all residents expressing developing qualities of good citizenship?
- How does Fairfield promote tolerance and equality within the community?

*How can we determine if our community-wide efforts to implement this plan are advancing **preservation of small town life**, and ensuring that this value is a real, concrete cornerstone of our community?*

- In what ways do neighborliness and friendliness prevail throughout the entire community?
- How can they be improved?
- How do Fairfield's residents and businesses show that they cooperate with and care about each other?
- In what new ways does our community assist

individuals in need, both philanthropically and publicly?

- How safe and secure do Fairfield’s residents feel?
- How does Fairfield encourage close-knit families,

strong neighborhoods, and a sense of belonging within the entire community?

- How has Fairfield enhanced its respect for tradition, and its appreciation of our rich heritage?

*How can we determine if our community-wide efforts to implement this plan are advancing **cultural richness, arts, and recreation**, and ensuring that this value is a real, concrete cornerstone of our community?*

- What new key cultural, artistic, and recreational events have been organized, and what existing events have been expanded?
- How do residents participate in and enjoy a variety of cultural and recreational activities and new experiences? How many visitors do these events draw to Fairfield?
- In what ways does Fairfield offer entertainment for all ages, economic levels, and varied interests of the community?
- What can be done to better incorporate Fairfield’s wealth of existing and potential artistic talent into the community?
- What new sports and recreation facilities and resources are being developed?
- How is the use of Fairfield’s parks and trails being expanded?
- How do cultural richness, arts, and recreation impact the local economy?
- How can Fairfield better showcase its cultural richness, arts, and recreational assets?

*How can we determine if our community-wide efforts to implement this plan are advancing **our natural environment**, and ensuring that this value is a real, concrete cornerstone of our community?*

- How do residents demonstrate creative stewardship of our natural resources and respect for the land?
- What has been done to ensure that Fairfield’s air, water, and soil are clean and healthy?
- How can we improve our community by relying on renewable resources?
- How has Fairfield benefited from local efforts to conserve energy?
- How does public policy in Fairfield reflect environmentally sound practices?
- In what ways is information about environmentally sustainable practices being promoted both to Fairfield’s residents and by the Fairfield community to a wider geographical area?

*How can we determine if our community-wide efforts to implement this plan are advancing **beautification**, and ensuring that this value is a real, concrete cornerstone of our community?*

- How have beautification efforts in Fairfield improved the community’s image?
- What more can be done to improve the attractiveness of Fairfield and how can these efforts be sustained?
- In what ways do residents take pride in showing off our community?
- What changes would prompt residents to take even more pride in our City?
- In what ways are consistent, attractive design and architectural standards being instituted in Fairfield?
- In what ways do orderliness and continuity characterize the overall appearance of Fairfield?
- How can this be improved?
- How has Fairfield used the need to beautify the community as an opportunity to expand civic involvement and volunteerism?

*How can we determine if our community-wide efforts to implement this plan are advancing **our unique identity and reputation**, and ensuring that this value is a real, concrete cornerstone of our community?*

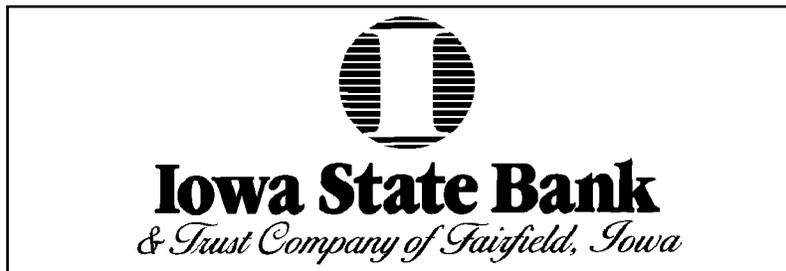
- How can Fairfield’s unique identity be described?
- How can it be enhanced?
- What evidence is there that our community values and respects our diverse population and the contribution it makes to Fairfield’s unique identity?
- How clearly do residents recognize the impact and influence that their actions and decisions have on the community’s reputation?
- In what ways do residents genuinely take pride in Fairfield?

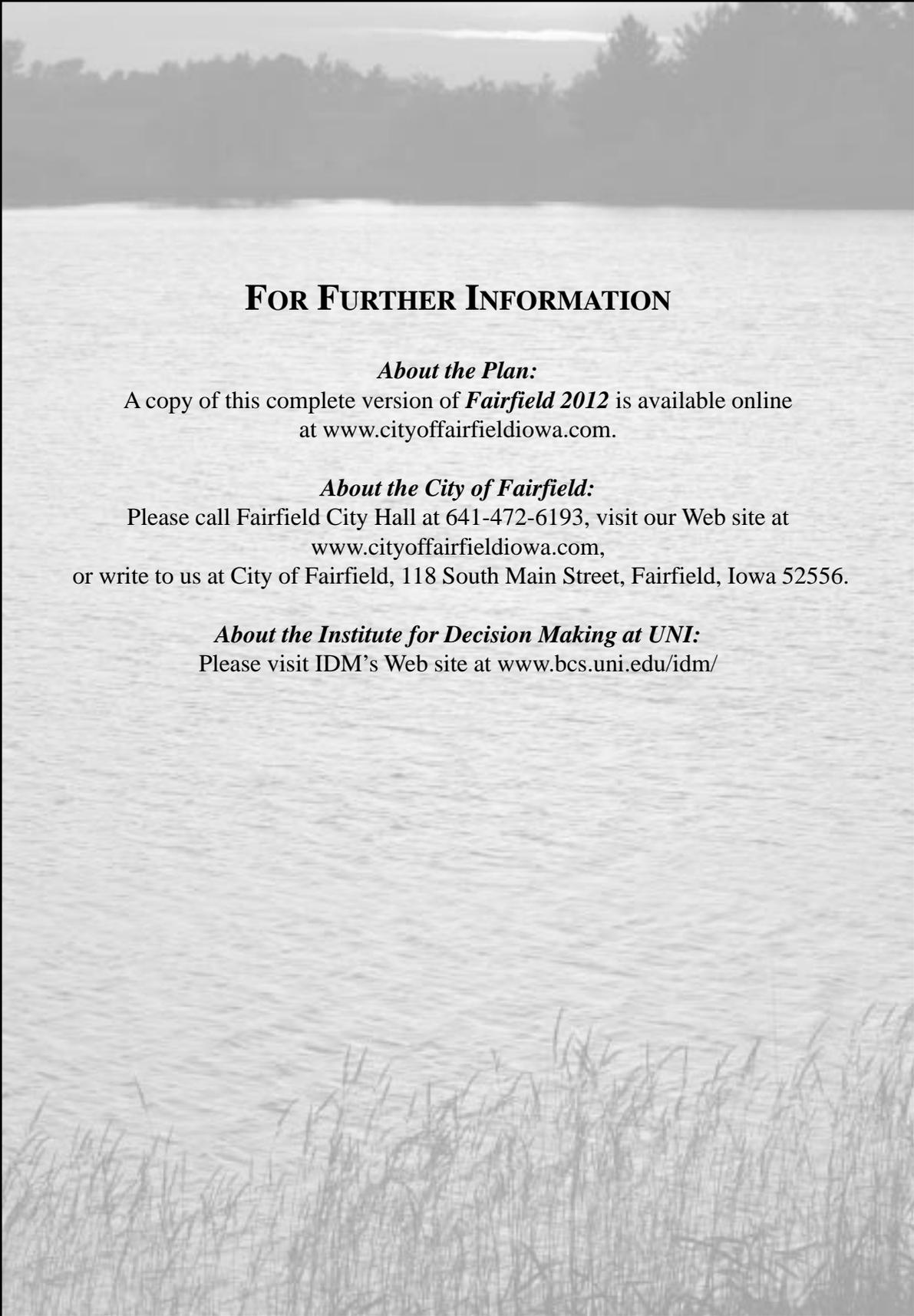
- How can we improve civic pride?
- What is the reputation and image of Fairfield outside of the community?
- Has Fairfield sought this reputation, or is it largely a result of external labeling?
- What economic benefits can be attributed to Fairfield's unique identity and reputation?
- How can we use our unique identity and reputation to promote Fairfield?
- How is tourism impacted by Fairfield's identity and reputation?

Taking Pride in Accomplishment

In addition to plan updates, it will also be essential to recognize and celebrate accomplishments as they occur. Recognition helps to maintain enthusiasm and pride in our progress toward the community-wide vision, and to energize responsible organizations. Press releases, press conferences, public service announcements, awards, recognition events—all of these signal success, express appreciation to those who have worked hard to achieve objectives, and refocus the community on the merits of adopting and implementing the strategic plan as their own.

The Fairfield Community-Wide Strategic Planning Commission would like to express its deep appreciation to the following financial institutions for making the publication of this plan possible.





FOR FURTHER INFORMATION

About the Plan:

A copy of this complete version of *Fairfield 2012* is available online at www.cityoffairfieldiowa.com.

About the City of Fairfield:

Please call Fairfield City Hall at 641-472-6193, visit our Web site at www.cityoffairfieldiowa.com, or write to us at City of Fairfield, 118 South Main Street, Fairfield, Iowa 52556.

About the Institute for Decision Making at UNI:

Please visit IDM's Web site at www.bcs.uni.edu/idm/

