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IMPLEMENTATION

IMPLEMENTATION PLAN MATRIX

The implementation matrix summarizes the actions required to realize the goals of the Fairfield Master Plan. The priority terms are defined as:

- **SHORT TERM:** target completion within one year of master plan adoption
- **MID TERM:** target completion within five years of master plan adoption
- **LONG TERM:** target completion within ten to fifteen years of master plan adoption

Some actions will be ongoing and multiple boxes will be selected to indicate this.

Taken as a whole, this implementation plan may seem extensive. However, it totals **43** actions over fifteen years. While many of the actions are within one or five years, the average is **3** actions per year over the planning horizon. This includes **10** housing and neighborhood stabilization actions, **5** redevelopment actions, **9** transportation and green infrastructure actions, **15** code reform actions, and **4** direct economy actions, although all actions taken together will help strengthen the economy.

All of the actions in the implementation matrix are summaries, with more discussion within each topic section in previous chapters. This matrix is a scorecard rather than a complete set of directions.

PARTNERSHIP OPPORTUNITIES

Just as the Fairfield Master Plan was a community effort to write, it is also a community effort to implement. While city, regional, and state partners will be crucial, the key individuals and organizations to lead this plan into reality also includes non-profits, business leaders, neighborhood associations, and Miles College. Many of these groups will be listed in the matrix as people who are key to success for individual actions.

MONITORING

Monitoring the progress toward completion of each of the actions is essential. Celebrating incremental success builds trust in the planning process and leadership, as well as pivotal partnerships that can facilitate a return to excellence. An annual review of the implementation matrix should be undertaken to determine progress, with the celebration of incremental milestones.

Capacity building is an important byproduct of the process. Significant social capital will be raised by the collaboration that will be required to realize this collective vision. Over time, fiscal capacity generated by a stabilizing tax base will help to augment near-term grant and sweat equity funding sources with general fund growth. Ongoing thought should be given to the allocation of this new capacity, to ensure a return on investment on items prioritized by the vision articulated in the plan.

Alabama state statute requires that the city master plan fulfill its purpose to guide development that:

- Is coordinated, adjusted, and harmonious.
- Promotes health, safety, morals, order, convenience, prosperity, general welfare, efficiency and economy.
- Delivers adequate provision for traffic, the promotion of safety from fire and other dangers, adequate provision for light and air, the promotion of the healthful and convenient distribution of population, the promotion of good civic design and arrangement, wise and efficient expenditure of public funds, and the adequate provision of public utilities and other public requirements. (Alabama State Legislature, 1975, AL Code § 11-52-9)

As a policy document, a master plan provides high-level guidance, and successful implementation requires aligning actions across multiple departments, programs, and partners. Successful implementation can only be achieved with accountability and transparency. This requires evaluation, monitoring, and reporting elements.

“You cannot manage what you cannot measure.”
~ Anonymous

Performance metrics help to track success with measures of fiscal stability, economic strength, public safety, and quality of life. Some measurements to consider include those listed

Table 8.1 Performance Measures

PERFORMANCE MEASURES	2021
Population (U.S. Census Bureau)	10,000
Population 2021 - 2026 Annual Rate Projection (Esri forecast)	-0.21%
Local jobs (U.S. Census Bureau, Esri)	3,478
Households (U.S. Census Bureau)	4,441
Median Household Income, 2021 (Esri)	\$37,607
Poverty rate for 2019 (U.S. Census Bureau, Esri)	21.91%
Housing + Transportation Affordability Index (cnt.org)	46%
Walk Score (most errands require a car) (walkscore.com)	40%
Bike Score (somewhat bikeable) (walkscore.com)	27%

Other important measures to track include annual number of building permits, annual sales tax, and annual property tax the city receives. These are all indicators of economic activity. A significant resource is the US Census and American Community Survey. Another data set is the Housing + Transportation Affordability Index (H+T Index) to track improvements to neighborhood affordability, which can take time as it is tied to housing prices plus transit availability and multi-modal access to jobs, education, services, and resources like groceries and parks. Expansion of transit and services can take years, so large changes will not be visible in the short term. Today, the H+T Index shows that Fairfield residents spend 46% of their household income on a combination of housing and transportation costs, on average, with some households paying as little as 39% and others paying as much as 53%. The average Fairfield household spends 22% of household income on housing, and 24% on transportation. (Center for Neighborhood Technology, 2021)

Typically housing affordability is measured as 30% of household income. The H+T Index adds in 15% of income for transportation to set a combined affordability threshold of 45% of household income. This indicator implies that Fairfield is well positioned to offer affordable housing and transportation, but has opportunities to increase access to jobs and jobs training in order to increase household income, which now averages \$37,689. Persons in poverty are showing a positive trend, down from 28.64% in 2018 to 21.8% in 2019. (U.S. Census Bureau, 2020)

Table 8.2 Implementation Matrix

GOAL & ACTION	2023	2028	2035	WHO	FUNDS
2 HOUSING AND NEIGHBORHOOD STABILIZATION					(PG. 119)
GOAL 1 STABILIZE FAIRFIELD NEIGHBORHOODS.					
Action 1 Develop a City of Fairfield land bank to acquire abandoned and tax delinquent properties.	●			Mayor; City Manager; City Council	1, 11, 18
Action 2 Develop a vacant and abandoned property database and one-stop shop for resident support.		●		City of Fairfield Land Bank	13
Action 3 Establish a land bank real estate transfer process prioritizing residents.			●	City of Fairfield Land Bank	5, 11, 18
Action 4 Leverage the resources of the Center for Community Progress to fight systemic blight and inhabit vacant properties.	●			Mayor; City Manager; City Council	1, 6
GOAL 2 ASSURE MOST FAIRFIELD RESIDENTS LIVE WITHIN A 10 MINUTE WALK OF A PARK.					
Action 5 Designate Forest Hills Park at the Forest Hills Community Development Center.	●			Mayor; City Manager; City Council	1
Action 6 Prioritize pocket parks in the neighborhoods with no pedestrian park access.	●	●	●	Mayor; City Manager; City Council	1
Action 7 Work with Fairfield Public Schools, city churches, and residents to maintain city parks.		●	●	Mayor; City Manager; City Council, School Board, Ministerial Alliance, Neighborhood Associations	1
Motivator 1 Provide code changes, fee reductions, and city assistance to encourage and enable neighborhood infill.	●			Mayor; City Manager; City Council	1
Motivator 2 Support Miles College Village on the Hill		●		Miles College, Mayor; City Manager; City Council	1, 7, 8
GOAL 3 UPDATE, MODERNIZE, AND SUSTAINABLY LOCATE PUBLIC HOUSING OPTIONS WITHIN THE CITY.					
Action 8 Partner with Miles College and the MCCDC to relocate Demetrius Newton Gardens.	●	●		Mayor; City Manager; City Council, Fairfield Housing Authority, Miles College, MCCDC	14

GOAL & ACTION	2023	2028	2035	WHO	FUNDS
Action 9 Apply for HUD resources to execute the Demetrius Newton Gardens relocation.	●	●		Mayor; City Manager; City Council, Fairfield Housing Authority, Miles College, MCCDC	14, 15, 16, 17
Action 10 Apply for a Choice Neighborhood grant to redevelop Mattie Gill Jackson Gardens as a mixed rate, mixed use neighborhood.			●	Mayor; City Manager; City Council, Fairfield Housing Authority	14, 15
3 REDEVELOPMENT					
GOAL 4 CONCENTRATE INFILL AND REDEVELOPMENT IN DOWNTOWN AND THE SURROUNDING NEIGHBORHOODS.					
Action 11 Enable and incentivize mixed use development and compact development within a ten minute walk radius of Downtown and Miles College.	●	●	●	Mayor, City Manager, Council	1, 12
Action 12 Revitalize Gary Avenue through small-scale redevelopment and adaptive reuse.		●	●	Private investment	P
Action 13 Repurpose empty buildings along Aaron Aronov Drive for warehousing, light industrial, maker space, call centers, or other large format employment.			●	Mayor, City Manager, Council, Private investment	P
GOAL 5 RESPECT TRADITIONS THAT GIVE FAIRFIELD ITS SENSE OF PLACE AND INSPIRE ITS CITIZENS' DEVOTION.					
Action 14 Position underutilized downtown buildings for reuse.	●			Fairfield Main Street Inc., City of Fairfield, Chamber of Commerce	10
Action 15 Implement Gary Avenue facade improvements.		●		Fairfield Main Street Inc., City of Fairfield, Miles College CDC, Chamber of Commerce	
Motivator 3 Activate downtown through gateway improvements and temporary uses.	●			Fairfield Main Street Inc., City of Fairfield, Miles College CDC, Chamber of Commerce	4, 12
Motivator 4 Encourage Downtown incremental redevelopment		●		Mayor, City Manager, Council, Chamber of Commerce	P

GOAL & ACTION	2023	2028	2035	WHO	FUNDS
5 TRANSPORTATION AND GREEN INFRASTRUCTURE					
GOAL 6 ENABLE THE FULL RANGE OF MOBILITY CHOICES, INCLUDING PRIVATE AUTOMOBILES, TRANSIT, BIKING AND WALKING.					
Action 16 Work with partners to construct segments identified in the Red Rock Ridge and Valley Trail System as funding becomes available.		●	●	Mayor, City Manager, Council, RPCGB	2, 3, 9, 12
Action 17 Seek funding for the proposed Milstead Road sidewalk project.	●			Mayor, City Manager, Council	2, 3, 12
Action 18 Continue to support transit access to Fairfield.	●	●	●	Mayor, City Manager, Council, BJCTA	1
GOAL 7 PRIORITIZE TRANSPORTATION MAINTENANCE AND IMPROVEMENT INVESTMENTS.					
Action 19 Create a proactive street resurfacing program that emphasizes preventative maintenance.	●	●		Mayor, City Manager, Council, Public Works	1, 2, 12
Action 20 Create and annually update a Local Transportation Plan to receive Rebuild Alabama Act funds.	●			Mayor, City Manager, Council, Public Works	1, 2, 12
Action 21 Enforce access management standards to preserve traffic flow and reduce accidents along Aaron Aronov Drive, Valley Road west of 59/20, and Veterans Memorial Drive.	●	●	●	Mayor, City Manager, Council	1, 2
Action 22 Prioritize traffic calming measures, particularly leading into Miles College.	●			Mayor, City Manager, Council	1, 12
GOAL 8 RESTORE AND SUSTAIN WATER QUALITY BY INCORPORATING BEST PRACTICES FOR ENVIRONMENTAL DESIGN AND STORMWATER MANAGEMENT.					
Action 23 Build rain gardens and add openings to existing or new curbs.	●	●	●	Public works	1, P
Action 24 Incentivize green parking solutions.		●	●	Mayor, City Manager, Council	1
6 CODE REFORM					
GOAL 9 INCREASE SAFETY AND SECURITY FOR RESIDENTS AND BUSINESSES.					
Action 25 Adopt the 2021 International Property Maintenance Code.	●			Mayor, City Manager, Council	1
Action 26 Adopt an Unsafe Structures and Dangerous Building Ordinance.	●			Mayor, City Manager, Council	1

GOAL & ACTION	2023	2028	2035	WHO	FUNDS
Action 27 Adopt and enforce a Minimum Housing Ordinance to establish minimum standards for rental housing units.	●			Mayor, City Manager, Council	1
Action 28 Create a Rental Property licensing inspection system and establish a Good Landlord Program.	●			Mayor, City Manager, Council	1
Action 29 Adopt a vacant property registration ordinance to enable the databases of vacant properties.	●			Mayor, City Manager, Council	1
GOAL 10 ENHANCE CODE ENFORCEMENT EFFORTS AND ENCOURAGE BETTER PROPERTY MAINTENANCE.					
Action 30 Adopt newer versions of the city's current suite of International Code Council codes.		●		Mayor, City Manager, Council	1
Action 31 Encourage property owners to maintain neglected properties.	●	●	●	City Manager	1
Action 32 Create a "Citizen's Guide for Code Enforcement" that enables citizens to report code violations and blighted properties.		●		Mayor, City Manager, Council	1
GOAL 11 UPDATE THE ZONING ORDINANCE TO REFLECT THE VISION OF THE MASTER PLAN.					
Action 33 Adopt an adaptive reuse ordinance to support the goals for Gary Avenue and Aaron Aronov Drive.		●		Mayor, City Manager, Council	1
Action 34 Update the zoning ordinance to reflect the existing conditions.	●			Mayor, City Manager, Council	1
Action 35 Update the zoning ordinance to remove barriers to naturally occurring affordable housing.	●			Mayor, City Manager, Council	1
Action 36 Update the zoning ordinance to enable artisanal manufacturing throughout commercial areas.	●			Mayor, City Manager, Council	1
Action 37 Update the zoning ordinance to enable a range of employment uses within the B-3 Community Business district.	●			Mayor, City Manager, Council	1

GOAL & ACTION	2023	2028	2035	WHO	FUNDS
Action 38 Update the sign ordinance to ensure content neutrality.	●			Mayor, City Manager, Council	1
Action 39 Develop programs to minimize illegal dumping.		●		Mayor, City Manager, Council	1
7 ECONOMIC DEVELOPMENT					
GOAL 12 NURTURE AN ECONOMY THAT IS DIVERSE AND ADAPTIVE.					
Action 40 Develop opportunities for business incubators, accelerators and small-scale, privately-owned incremental development.	●	●	●	City of Fairfield, Miles College CDC, Chamber of Commerce	1
Action 41 Develop a marketing plan to proclaim and promote Fairfield to the region.	●	●		City of Fairfield, Chamber of Commerce	1
Action 42 Support economic gardening of medium sized regional businesses.	●	●	●	City of Fairfield, Chamber of Commerce	1
Action 43 Work with U.S. Steel and HarbisonWalker International to train local workers.		●	●	Mayor, City Manager, Council, U.S. Steel, HarbisonWalker, Lawson State	1, 8

FUNDING SOURCES

The following funding sources are allocated per action in the table above. Others are available via grants and public private partnerships, but the listed resources will provide much of the funding available to implement the plan. Funding sources from the private sector are indicated as **P** on the matrix above.

1. **General Fund:** These are city administrative actions or general business requiring little or no outside initial funding sources
2. **ALDOT Rebuild Alabama Act Grant** <https://www.dot.state.al.us/programs/RAAGrantProgram.html>
3. **ALDOT Transportation Alternatives Program** <https://www.dot.state.al.us/programs/TAP.html>
4. **Bloomberg Philanthropies Asphalt Art Initiative** <https://asphaltart.bloomberg.org/>
5. **Bloomberg Philanthropies grant** <https://www.bloomberg.org/>
6. **Center for Community Progress** <https://communityprogress.org/resources/land-banks/>
7. **EDA American Rescue Plan Economic Adjustment Assistance** <https://eda.gov/arpa/economic-adjustment-assistance/>
8. **EDA Good Jobs Challenge** <https://eda.gov/arpa/good-jobs-challenge/>
9. **EDA Travel, Tourism and Outdoor Recreation** <https://eda.gov/arpa/travel-tourism/>

10. **EPA Brownfield Grants** <https://www.epa.gov/brownfields/types-epa-brownfield-grant-funding>
11. **Jefferson Co Health Advised Fund** <https://www.cfbham.org/grants/jcdh-public-health-advised-fund/>
12. **U.S. DOT Safe Routes to Schools** <https://www.transportation.gov/mission/health/Safe-Routes-to-School-Programs>
13. **U.S. HUD Community Development Block Grant** <https://www.hudexchange.info/programs/cdbg/>
14. **U.S. HUD Hope VI Grants** <https://www.hud.gov/hopevi>
15. **U.S. HUD Housing Choice Vouchers** https://www.hud.gov/topics/housing_choice_voucher_program_section_8
16. **U.S. HUD Project-Based Rental Assistance** <https://www.hud.gov/hudprograms/rs8pbra>
17. **U.S. HUD Project-Based Vouchers** <https://home.treasury.gov/data/troubled-assets-relief-program/housing/hhf>
18. **U.S. Treasury Hardest Hit Fund** <https://home.treasury.gov/data/troubled-assets-relief-program/housing/hhf>