



Folsom City Council Staff Report

MEETING DATE:	2/10/2026
AGENDA SECTION:	New Business
SUBJECT:	Update and Discussion Regarding Countywide Homelessness Shared Governance
FROM:	Community Development Department

RECOMMENDATION / CITY COUNCIL ACTION

Staff recommends that the City Council support the revised homelessness and housing partnership structure recommended by the County of Sacramento. The recommended model (Recommended Option) would reconstitute the Continuum of Care (CoC) Board with a majority of elected officials including a representative from Folsom. The recommended approach is intended to strengthen countywide collaboration, reduce fragmentation across jurisdictions and service systems, and enhance accountability. By consolidating leadership and policy oversight under a single Board with greater elected-official participation, the model aims to create a more coordinated, transparent, and effective framework for regional homelessness and housing policy.

BACKGROUND / ISSUE

On September 9, 2025, the City Council received a scheduled presentation from the Sacramento County Department of Homeless Services and Housing outlining a proposed countywide partnership model for addressing housing and homelessness. The proposal recommended creating a new body, the Sacramento Homeless and Housing Board (SHHB), that would consist primarily of elected officials who provide policy direction and serve as the Continuum of Care (CoC) Board. County staff explained that the proposed structure is intended to reduce fragmentation by placing responsibility with an elected-majority board to set strategic goals, approve performance targets, establish issue-focused subcommittees, and provide public oversight of CoC activities.

Council members raised questions regarding the scope of the proposed board, including its authority in relation to local land-use decisions and the staffing and funding required to support its operations. While members acknowledged the value of regional collaboration on homelessness, they shared concerns about a structure that could extend too far into local

housing matters. Council members expressed general openness to continued participation but requested that staff return with clearer parameters on authority, budget impacts, and staffing requirements before any final commitments are considered.

On October 28, 2025, a joint meeting was convened with the Sacramento County Board of Supervisors, the Sacramento City Council, and mayors or councilmembers from five of the six surrounding cities: Citrus Heights, Elk Grove, Folsom, Galt, and Rancho Cordova. During this meeting, Mosaic Solutions and Advocacy (Mosaic) facilitated a discussion focused on potential partnership models. While perspectives varied, several consistent themes emerged from the participating surrounding city representatives.

- Participants emphasized the importance of retaining local control over land use decisions and funding allocations for projects within their jurisdictions.
- Participants noted that the number of people experiencing homelessness in their jurisdictions is relatively small compared to the City and County of Sacramento, and that each jurisdiction has taken steps to address these needs locally. They expressed a desire to maintain the ability to develop strategies tailored to their specific circumstances.
- Participants also raised concerns about their capacity to engage in a new regional structure, given that many jurisdictions have small departments overseeing housing and homelessness initiatives. They noted potential challenges in meeting expectations for administrative support, whether through staffing or financial contributions.

Based on input from elected officials during interviews and the October 28 joint meeting, as well as discussions Mosaic held with the County of Sacramento, the City of Sacramento, and Sacramento Steps Forward (SSF)—the current administrative entity for the CoC—Mosaic prepared the *Sacramento Countywide Homelessness Summit Report and Recommendations*, included as Attachment 1. The following summarizes the recommendations presented in that report.

Recommendation #1 (Recommended Option) - To ensure more direct involvement of elected officials and a countywide focus on addressing homelessness that breaks down silos and increases accountability, the CoC Board should be restructured to include a majority of elected officials but also include seats for decision making community leaders in sectors impacting homeless and housing efforts. This recommendation brings together leadership and policy direction under one Board, ensuring more direct involvement of elected officials, and having one board as the primary driver of policy and coordination. Under this model, the majority of representatives on the Board would be from the County Board of Supervisors and the Sacramento City Council since those jurisdictions have the largest share of the region's homeless population. However, each suburban jurisdiction (i.e., Citrus Heights, Folsom, Galt, and Rancho Cordova) would have a representative from their respective city councils as well.

Recommendation #2 - The County Board of Supervisors and the Sacramento City Council should work with the CoC to set a timely and reasonable implementation

schedule for the proposed structural changes, relying on good-faith collaboration from all parties. If the CoC does not agree to reconstruct its board, the County and Sacramento City should move forward with the creation of a new board, the SHHB, as a body of only elected officials, driving policy and coordination for programs administered in the cities and County. In this scenario, there would be two convening spaces - the CoC Board and the SHHB, and the CoC would continue to maintain the federally mandated functions of a CoC. There could be some overlap of participation, but there would be no formal relationship.

Recommendation #3 - In addition to the changes in the leadership structure, the County and the City of Sacramento should enter into a new or updated agreement that builds on the success of the 2022 Partnership Agreement while expanding its scope to address the changing landscape.

Recommendation #4 - The County should work with the other surrounding cities to develop individual agreements that clearly define roles, responsibilities and shared goals.

At the Sacramento County Board of Supervisors meeting on December 9, 2025, Mosaic's report and the County's recommendations were presented, with discussion centered on the proposed partnership model. The Board of Supervisors unanimously approved a motion directing County staff to pursue the Recommended Option, which would reconstitute the CoC Board with a majority of elected officials, contingent upon support from the other cities and the CoC (i.e., Recommendation #1).

The CoC Board has also been having discussions about a partnership model. At the December 10, 2025 meeting, the CoC Board chair presented Option C: Hybrid Collaborative Governance Model, which ultimately did not pass. Since then, the CoC Board chair, vice chair, and SSF staff have been working with the County of Sacramento and the City of Sacramento to develop a more detailed option that addresses the concerns raised by CoC Board members. These discussions are ongoing, and the CoC Board anticipates bringing the item back for consideration on February 11, 2026.

At the Sacramento City Council meeting on January 13, 2025, Sacramento City staff presented proposed options and recommendations from the *Sacramento Countywide Homelessness Summit Report and Recommendations*. After much debate, council members voted 7-2 to prioritize pursuing a joint powers authority (JPA) and directed staff to further explore the feasibility of a JPA model rather than proceeding with the County's Recommended Option to reconstitute the CoC Board. Potential JPA structures may include the model proposed under SB 802, as well as other alternatives. With the City of Sacramento pursuing this different direction, it remains unclear how this will affect the County's recommended CoC Board restructuring efforts.

POLICY/RULE

The consideration of a shared partnership approach overseeing homelessness in Sacramento is consistent with the City Housing Element Program H-31 Homeless Services.

NEXT STEPS

County staff will take feedback received from surrounding cities on the CoC recommended restructuring back to the Board of Supervisors for further discussion. Staff will also continue to monitor developments and collaborate with the other jurisdictions and the County as the City of Sacramento evaluates additional JPA options.

FINANCIAL IMPACT

There is no financial impact on the General Fund.

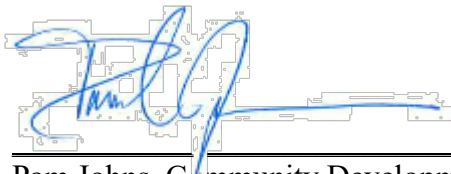
ENVIRONMENTAL REVIEW

This report seeking direction on a proposed homeless and housing partnership structure is administrative in nature and does not constitute a project under the California Environmental Quality Act (CEQA), consistent with CEQA Guidelines Section 15378(b)(5).

ATTACHMENTS

1. Sacramento Countywide Homelessness Summit Report and Recommendations
2. Options for Partnership Approach

Submitted,



Pam Johns, Community Development Director

ATTACHMENT 1

Sacramento Countywide Homelessness Summit Report and Recommendations

Sacramento Countywide Homelessness Summit on October 28, 2025
Report and Recommendations
by Mosaic Solutions & Advocacy

Overview

On October 28, 2025, the Sacramento Countywide Homelessness Summit (Summit) was held at the Library Galleria in downtown Sacramento. This historic meeting brought together the Sacramento County Board of Supervisors, Sacramento City Council, and representatives from suburban cities including Elk Grove, Citrus Heights, Folsom, Rancho Cordova, and Galt to discuss collaborative approaches to addressing homelessness. A complete list of attendees can be found in the appendix of this report. The meeting featured presentations on federal and state funding impacts, progress and possibilities in addressing homelessness within Sacramento, behavioral health services, and legal pathways to get individuals into mental health and substance use treatment. Participants expressed strong support for continued collaboration, with overwhelming agreement to pursue a multi-jurisdictional approach. Major challenges identified included lack of housing, funding shortfalls, inconsistent coordination across jurisdictions, frustration over silos with housing and homelessness partners and impending federal cuts. Solutions discussed included shared or new governance structures, better data sharing, prevention focus, and selecting a new structure that could be established quickly.

Across the count, there were examples of collaboration and solutions that are beginning to make progress in turning the tide of Sacramento County's overall number of people experiencing homelessness. The Sacramento County 2024 Point-in-Time count saw a 28.7 percent reduction in individuals experiencing homelessness since 2022. This could be attributed to the 2023 Sacramento City and County Agreement, as well as the efforts of the City of Sacramento, the suburban cities, and the County of Sacramento in outreach and engagement, increased shelter capacity, temporary housing, and integrated services.

THEMES**Survey Results and Stakeholder Priorities**

As part of the pre-work conducted prior to the Summit, a survey was sent out to all elected officials participating in the meeting. There were twenty surveys completed by elected officials, key county and city staff, Sacramento Steps Forward (SSF), and some members of the Continuum of Care (CoC). The survey results from the participants prior to the meeting and questions asked during the meeting clearly showed homelessness is a very important priority, with the Board of Supervisors, Sacramento City Council, and the homeless population ranking as the most vital stakeholders. Not surprisingly, the City and County of Sacramento ranked highest as the jurisdictions facing the most difficult homelessness challenge. For a majority of elected officials, the most meaningful challenges identified included lack of housing, funding for programs and services, handling of homeless encampments, program efficacy, and lack of consistency across jurisdictions. Top priorities for improvement included programs and services, city and county coordination, funding policies, community awareness, and shared governance.

Elected Officials' Desired Engagement Level

Officials expressed a strong desire for more direct involvement in the homelessness response. Key themes included the need for faster response times for constituent services, formal forums for regular coordination meetings, direct involvement in resource allocation decisions and service delivery implementation. Multiple officials emphasized the need to get services to people more quickly. A majority of elected officials mentioned wanting a direct role in governance and accepting the accountability that comes with it. During the summit and in previous interviews, elected officials expressed that they need more regular access to critical information from existing structures like Sacramento Steps Forward (SSF), the Continuum of Care (CoC), and Sacramento Housing Redevelopment Agency (SHRA) to effectively serve their constituents and make informed policy decisions.

Regional Coordination and Information Sharing

Strong consensus emerged for a formal forum that would meet monthly or quarterly where elected officials from all jurisdictions could coordinate efforts, share information about programs, establish similar strategies, and avoid displacing problems to neighboring areas, deeming the current ad hoc approach insufficient. A need was identified for real-time information sharing, including which programs are working, how cities can access county services, federal policy changes affecting funding, and data-driven decision making. Multiple participants noted opportunities for SSF and the CoC to take a stronger leadership role in facilitating information sharing and regional coordination. Participants wanted to

Sacramento Countywide Homelessness Summit on October 28, 2025

Report and Recommendations

by Mosaic Solutions & Advocacy

move beyond individual presentations to collaborative dialogue where officials can build on each other's ideas and make joint decisions including involvement from first responders and law enforcement.

Prevention vs Response Strategy

Multiple participants emphasized the need to shift focus toward prevention rather than just responding to current problems on the streets. Currently, approximately 1% of the \$418 million spent on addressing homelessness goes to prevention, according to statistics cited at the Summit. Prevention receives insufficient resources despite being more cost-effective in the long run. Some officials stressed that the county region cannot 'build its way out' of homelessness through sheltering alone – it must prevent people at risk from becoming homeless. Prevention programs include affordable housing development, rental assistance programs, early intervention services, and access to substance use and mental health treatment services.

Data-Driven Decision Making and Accountability

Several officials placed a strong emphasis on the need for a mission-driven, vision-based approach supported by data analytics. They want to see evidence of program effectiveness across different districts and jurisdictions. Many identified the need for real-time data sharing, performance metrics, and the ability to redirect resources when programs aren't working. Others stressed the importance of measuring outcomes and managing what gets measured.

Suburban Cities Participation

During the discussion, the group addressed the role of smaller jurisdictions in a countywide collaboration. While acknowledging that most of the homeless population is concentrated in the City of Sacramento and the unincorporated County, there was also recognition that all cities are affected by the transient nature of this population and the need for regional solutions. Smaller cities shared that they contribute through prevention efforts, sharing best practices, and joint advocacy at state/federal levels. Some also expressed concern about governance structures and potential loss of local control in land use decisions and local funding. However, there was general agreement that a countywide approach strengthens the collective voice for funding and policy advocacy.

Staff and Partner Roles

The officials expressed a strong appreciation for city and county staff expertise and collaborative relationships. They also acknowledged that they are not subject matter

Sacramento Countywide Homelessness Summit on October 28, 2025

Report and Recommendations

by Mosaic Solutions & Advocacy

experts and benefit from the input of professionals and leaders in the community such as first responders, law enforcement, nonprofit partners, hospital systems, and people with lived experience. Officials also acknowledged the importance of staff in the process of implementing decisions, but concerns were raised about staff burnout from competing priorities and need for clarity on goals and priorities. Some stressed the importance of including community health workers, healthcare providers, and frontline service providers in the planning processes.

Funding Challenges and Federal Impacts

One of the major concerns raised was the impending federal funding cuts affecting HUD programs, permanent supportive housing, and social safety net services. After the October 28th Summit, HUD released its new policies and funding proposals which will change what needs to be prioritized for federal funding. The state budget situation is also constraining and may result in reduced allocations in homelessness funding. Local jurisdictions will also be facing deficits which may impact their ability to make local contributions to existing homeless and housing programs. There was general recognition that more must be done with less resources, requiring better coordination and economies of scale. Participants identified the need for joint advocacy to state and federal levels to protect existing funding and secure new resources. They emphasized that if the incorporated cities and County of Sacramento could work together more closely, they could improve opportunities for regional grants from state and federal sources.

Current Partnership Agreement Evaluation

The Officials discussed the existing Sacramento City-County Partnership Agreement that was signed in December 2022 with implementation beginning in 2023. There was agreement that this has been largely successful in meeting deliverables and better coordination with City and County. The Officials favored building on a proven foundation rather than creating an entirely new agreement. This included an emphasis on avoiding additional bureaucracy while improving coordination and outcomes. Transparency in developing a new agreement was also raised as a critical issue.

Organizational Structure Options

During the meeting, an important discussion arose regarding whether the need for improved collaboration should be addressed through a new structure, including a Joint Powers Authority (JPA), Memorandum of Understanding (MOU), or other multi-party agreements. There was also discussion on whether this goal might more easily be achieved through the development of shared goals, updating the current working agreements and informal coordination via additional county-wide meetings. Past Grand Jury reports were

Sacramento Countywide Homelessness Summit on October 28, 2025

Report and Recommendations

by Mosaic Solutions & Advocacy

mentioned, that recommended a formal governance structure and emphasized the need for a formal document to ensure consistency beyond the tenure of current elected officials and to provide an accountability framework. Some Officials pointed out that coordination does not require new organization but can be accomplished more efficiently with better utilization of existing structures. This touches on existing structures like SSF, CoC, and SHRA. Overall, there was shared support for whatever structure enables shared decision-making and resource coordination while maintaining appropriate roles for different sized jurisdictions. There was a recognition of the importance of detailing the roles and responsibilities of the County and the cities if any new or updated shared governance arrangement is created. The need for expediency was raised, regardless of which system is created to improve coordination among the incorporated cities and the County of Sacramento.

Public Comment Themes

Community speakers emphasized the importance of prevention, permanent housing solutions, and including people with lived experience in planning the future. Many addressed trust issues between government and community, while others focused on human dignity, and the urgency of the crisis with winter approaching. Specific concerns were also raised about jail release procedures, SHRA performance, the CoC and SSF performance and responsibilities, along with the need for more flexible service approaches, affordable housing development and the environmental impacts of encampments. Most speakers expressed strong support for regional collaboration approach of some kind.

Recommendation

When reviewing the perspectives shared in the meeting and during one-on-one interviews that occurred before and after the Summit, two themes consistently emerged: first, the need for the elected city and county representatives to become more directly involved in leading the homelessness efforts in the Sacramento region; and second, the need to strengthen the existing system to make it more collaborative and effective. All officials present at the October 28th Summit expressed a commitment to working together to confront the complexities of homelessness across the cities and in the County. While new ideas—such as establishing a new Sacramento Housing and Homelessness Board or creating a new JPA—may appear promising (and ultimately may be needed) they largely function as workarounds, intended to address the elected officials’ frustration with the effectiveness of the current system.

Under the current system, the Sacramento CoC serves as the federally designated decision-making body that is responsible for coordinating and overseeing grants,

Sacramento Countywide Homelessness Summit on October 28, 2025

Report and Recommendations

by Mosaic Solutions & Advocacy

strategies and programs to address homelessness. These grants support community-wide planning, resource coordination, data collection, and the operation of programs that help people experiencing homelessness move into housing.

Sacramento's CoC is part of the U.S. Department of Housing and Urban Development's national CoC Program and is governed by a Board of over 30 community members, utilizing 10 standing committees. As discussed below, we believe that this diluted leadership structure has contributed to the CoC's perceived lack of effectiveness.

With regard to SSF, it presently serves as the lead agency for the CoC, helping with the coordination of funding through HUD and assisting in the CoC's mission of providing oversight and monitoring of projects receiving CoC funding. SSF is a non-profit and is governed by its own Board of Directors, independent of the CoC.

The day-to-day relationship between SSF and the CoC is complex. Based on our interviews, it is unclear to many stakeholders whether the CoC is setting policy that SSF executes, or whether SSF is effectively guiding the CoC's development of Sacramento's homeless priorities. This ambiguity has contributed to a lack of clear leadership and accountability across the system. For example, members of the CoC reported that their board had not received financial reports from SSF in the last several years. In this light, it is important to note that while several city and county staff serve on the CoC, currently no elected officials serve on the board of either SSF or the CoC.

Many officials that were interviewed agreed that SSF has an important policy-setting role and employs many capable staff members who are diligently working to coordinate homelessness systems across the cities and the County. However, there was also strong consensus among elected officials that the information, data, and reporting generated by SSF and the CoC are not consistently or effectively communicated from SSF leadership to the officials who rely on this information to govern. As a result, many elected officials believe that communication, leadership and accountability in the current system could be significantly improved through a new, more direct leadership structure at both SSF and the CoC.

As noted above, for many years the role of the CoC was straight-forward, it served as the lead agency for seeking and distributing federal funding, along with coordinating Sacramento's homelessness response. But since 2015, with the introduction of new state, county, and local funding streams, the CoC's federal funding now contributes only about 10 percent of the overall resources addressing homelessness in Sacramento. This shift to a more diversified funding stream has complicated the roles of the CoC and SSF, requiring a greater level of collaboration between these groups and the elected leaders in the region.

Sacramento Countywide Homelessness Summit on October 28, 2025

Report and Recommendations

by Mosaic Solutions & Advocacy

Both the Sacramento County Board of Supervisors and the Sacramento City Council have discussed various strategies to address communication gaps between the CoC, SSF, and elected officials and many of the recommendations in this report build upon concepts that have been raised in prior discussions.

Recommendation #1

To ensure more direct involvement of elected officials and a countywide focus on addressing homelessness that breaks down silos and increases accountability, our first recommendation is to reconstitute the leadership of the CoC. While the CoC must continue to meet federal guidelines, we recommend that the CoC change its leadership structure, so that a majority of voting members are elected officials from the Sacramento County Board of Supervisors, the City of Sacramento, along with an elected official from the suburban cities in Sacramento County. While those elected officials can then decide whether to attend themselves or send a representative, in either case, they will have a direct line of authority, communication, and responsibility for improving the region's homelessness response.

In addition, the CoC membership should include community leaders with decision making authority from Sacramento hospital systems, first responders, law enforcement, business community, and school districts, while maintaining some of the existing members from community-based organizations and individuals with lived experience.

The reconstituted CoC would then, under the leadership of elected officials and diverse stakeholders, become the primary driver of homelessness policy and coordination in Sacramento County. The CoC would have the authority and responsibility to determine its relationship with SSF, including whether SSF would maintain its role as the CoC's lead agency in Sacramento and under what terms. Under this model, the CoC would have the power and accountability to implement a vision driven by elected leadership from throughout the County. This change would break down existing silos and align Sacramento's governance structure similarly to other successful models of CoCs that are more directly connected to local government.

As the region faces significant HUD funding cuts, changes to the CoC mission, possible reductions in state funding, and constrained local budgets, it is critical that Sacramento has in place a direct and effective structure, allowing the cities and the County the authority and accountability needed to achieve rapid, comprehensive improvement in managing these challenges. In our view, a revised CoC leadership structure is the best approach to meet these challenges.

Recommendation #2

To ensure the timeliness of these structural changes, the County Board of Supervisors and the Sacramento City Council should work collaboratively with the CoC to establish a reasonable implementation timeline. This transition will require good-faith efforts from all parties. However, if the CoC is unable or unwilling to work with the City and County of Sacramento to reconstitute its structure so that elected officials from the County and incorporated cities hold a majority of seats, the Sacramento City and County should be prepared to move forward with the creation of a new Board or Commission to assume the policy-making and coordination functions currently performed by the CoC/SSF, while maintaining only those federally mandated functions at the CoC.

Under this scenario, the Sacramento County Board of Supervisors and the Sacramento City Council would redirect county and city funding to support the new Board or Commission, focusing local resources where elected officials have direct accountability. While reconstituting the existing CoC remains the preferred approach due to its established infrastructure and relationships, creating a new governance structure may become necessary if the current system cannot adapt to meet the region's evolving needs.

Recommendation #3

In addition to a leadership structure, the County of Sacramento and the City of Sacramento should enter into a new or updated MOU that builds on the success of the 2022 partnership agreement while expanding its scope to address the changing landscape. While county and city staff and officials are already working collaboratively under the current framework, formalizing an enhanced agreement that clearly lays out expanded roles, shared performance metrics, and joint governance goals will help sustain this partnership through changes in staffing, elected leadership, and fiscal conditions.

Recommendation #4

The County of Sacramento should work with the County's suburban cities to develop individual MOUs or agreements that clearly define roles, responsibilities, and shared goals. Although many suburban cities are taking proactive steps to address homelessness and their populations are smaller and more manageable, this progress is at risk. Without formal agreements or partnerships, gains could be lost as funding diminishes and attention shifts to other emerging priorities.

Sacramento Countywide Homelessness Summit on October 28, 2025

Report and Recommendations

by Mosaic Solutions & Advocacy

The October 28th Countywide Homelessness Summit marked an important first step in bringing Sacramento County and all incorporated cities together to discuss homelessness in a more coordinated way. This effort comes at a critical moment, as these cities prepare for potentially significant federal and state funding changes.

Conclusion:

The October 28th Countywide Homelessness Summit demonstrated that Sacramento is ready to move beyond fragmented efforts and toward a unified, accountable, and data-driven approach to addressing homelessness. Despite meaningful progress in recent years, elected officials, staff, service partners, and community members all emphasized that the current system lacks the cohesion, transparency, and leadership necessary to sustain and accelerate this momentum.

The recommendations in this report are designed to build on existing strengths while addressing long-standing structural challenges. By reconstituting the CoC to focus leadership with local elected officials, establishing clear lines of authority and communication, formalizing intergovernmental partnerships, and aligning City and County responsibilities, we will create a governance model capable of navigating shrinking budgets, shifting state and federal priorities, and increasing community expectations. These reforms can be implemented rapidly, without creating unnecessary bureaucracy, and they position the region to compete more effectively for future funding.

Sacramento has what is needed to transform its response to homelessness proactively before significant changes begin impacting the fiscal situation in California. But success will depend on decisive action, unified leadership, and a sustained commitment to collaboration at every level of government. By adopting these recommendations and working collectively across jurisdictions, Sacramento County and its cities can build a more efficient, responsive, and equitable system.

Sacramento Countywide Homelessness Summit on October 28, 2025
Report and Recommendations
by Mosaic Solutions & Advocacy

Appendix

**Sacramento Countywide Homelessness Summit October 28, 2025
Elected Official Participants**

Sacramento County Board of Supervisors

Supervisor Phil Serna (Chair)
Supervisor Rich Desmond
Supervisor Rosario Rodriguez

Supervisor Pat Hume
Supervisor Patrick Kennedy

Sacramento City Council

Councilmember Kevin McCarty (Mayor)
Councilmember Phil Pluckebaum
Councilmember Eric Guerra
Councilmember Rick Jennings
Councilmember Roger Dickinson

Councilmember Karina Talamantes
Councilmember Lisa Kaplan
Councilmember Caity Maple
Councilmember Mai Vang

Citrus Heights

Mayor Jayna Karpinski-Costa

Elk Grove

Mayor Bobbie Singh-Allen

Folsom

Mayor Sarah Aquino

Galt

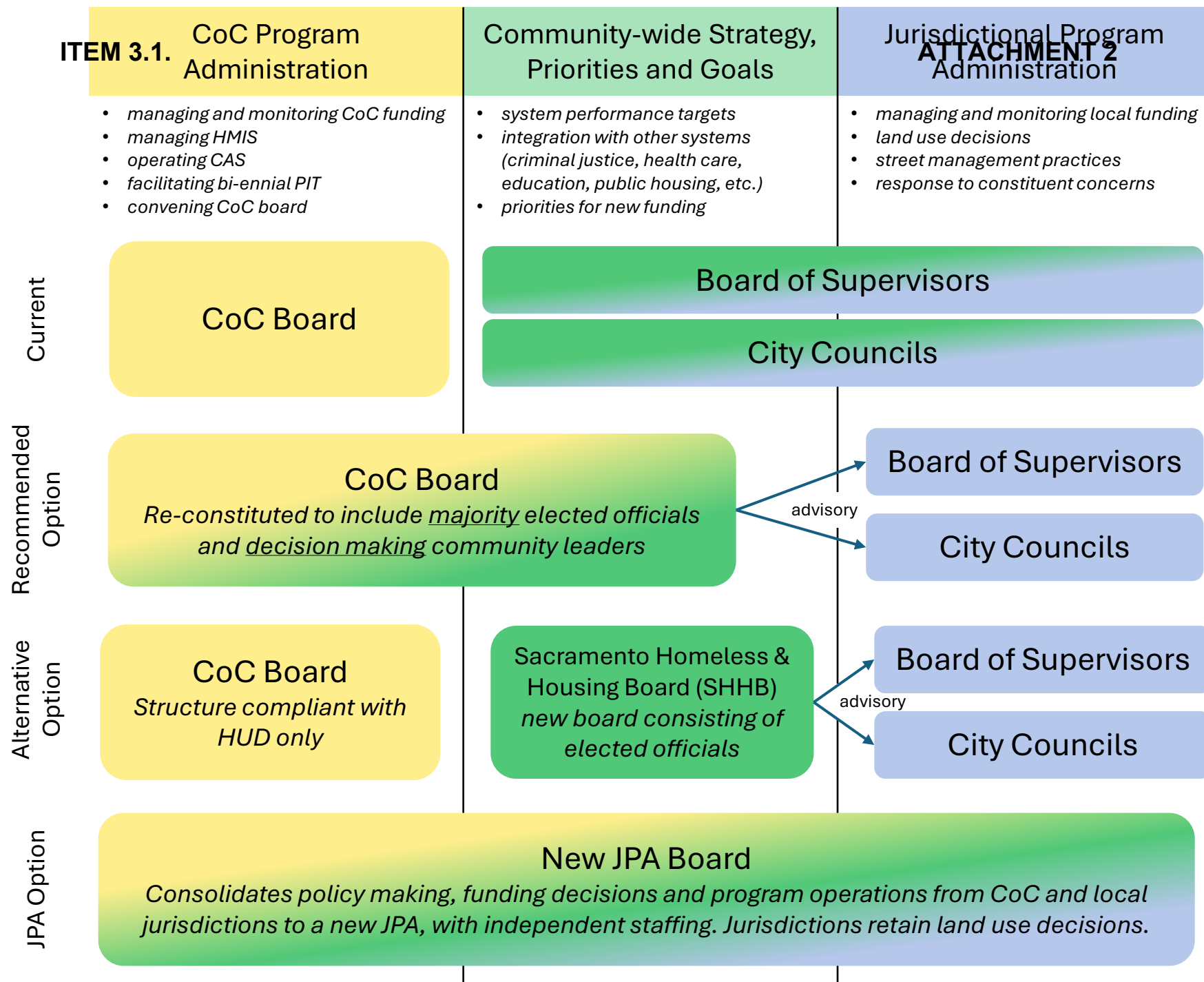
Mayor Shawn Farmer

Rancho Cordova

Councilmember Linda Budge

ATTACHMENT 2

Options for Partnership Approach



*This page is intentionally left blank
to facilitate double-sided printing
and minimize paper use.*



CITY OF
FOLSOM
DISTINCTIVE BY NATURE