

# Folsom City Council Staff Report

<b>MEETING DATE:</b>	3/28/2023
<b>AGENDA SECTION:</b>	Old Business
<b>SUBJECT:</b>	Resolution No. 11015 - A Resolution Adopting the City of Folsom Strategic Plan, FY2023-24 through FY2027-28
<b>FROM:</b>	City Manager's Office

## **RECOMMENDATION / CITY COUNCIL ACTION**

The City Manager recommends that the City Council move and adopt Resolution No. 11015 - A Resolution Adopting the City of Folsom Strategic Plan, FY 2023-24 through FY2027-28 (Attachment 1).

## **BACKGROUND / ISSUE**

The City Manager and the City Council sought to develop a City strategic plan and correlating implementation plan to provide City leaders with a road map to capture opportunities and address challenges over the next five years. The City Manager committed to delivering a strategic plan for adoption by the City Council by March 31, 2023.

The City Manager worked with the City Council on foundational strategic planning activities throughout the last year, including during two special City Council meetings. Later in the process, the City Manager retained consulting firm Baker Tilly to help guide the City Council through to completion of the draft strategic plan (which can be found in Attachment 2).

The strategic planning process included gathering input from members of the City Council, the City's Executive Management Team, community stakeholders, and businesses:

### **Early City Council Input**

A first step in the planning process was interviews with each member of the City Council to gather their input about challenges and key priorities for the future.

### **Gap Analysis Questionnaire**

A gap analysis questionnaire was completed by the City's Executive Management Team, providing input about strengths, weaknesses/limitations, opportunities, and threats (SWOT analysis); goals; and mission, vision, and values. Significant plans and projects were identified.

### **Community and Business Input**

Input from the community was gathered through a survey conducted in March 2022 by Godbe Research. A qualitative survey was also sent out to all City residents, with assistance by CliffordMoss. Input from the business community was gathered by Baker Tilly through an online survey conducted in January, 2023.

### **Workshops**

A full day workshop with the City's Executive Management Team was held in December, 2022 to discuss the information gathered. A City Council workshop was held in February, 2023 to discuss goals and strategies and to decide on top priorities.

## **POLICY / RULE**

Section 2.02 of the Charter of the City of Folsom (General Powers of the City Council) states that all powers of the City shall be vested in the City Council, except as otherwise provided by this Charter.

## **ANALYSIS**

The Strategic Plan contains a renewed vision and mission statement, along with a set of values for the organization. Our vision is aspirational, a statement of the future for the City of Folsom. Our mission represents the purpose of the City of Folsom organization. Our values reflect expected behaviors of all members of the City of Folsom – including staff and appointed and elected officials.

The City of Folsom Strategic Plan contains four high-level goals:

- (A) Financial Stability and Sustainability,
- (B) Public Safety and Infrastructure,
- (C) Economic and Community Development, and

(D) Organization Effectiveness.

Each goal contains a set of strategies for implementation over the five-year period.

To further help drive direction through the current fiscal year, FY2023-24, and FY2024-25, the City Council examined all of the strategies and identified five top priorities, known as the City Council's Priorities. These include:

- Identify a funding plan to expand police department facilities to meet department needs. (Goal B, Strategy 3)
- Identify funding to increase police department staffing to meet community needs. (Goal B, Strategy 4)
- Initiate technology solutions to streamline organization and improve efficiency. (Goal B, Strategy 9)
- Complete the River District Master Plan to enhance the City's waterfront and waterfront-adjacent recreation and development opportunities. (Goal C, Strategy 1)
- Develop funding/sponsorship plan for the Johnny Cash Trail (JCT) art trail to increase tourism focused on Lake Natoma. (Goal C, Strategy 5)

An Implementation Action Plan correlates with and supports the Strategic Plan. The Implementation Action Plan is an internal staff document that will contain a schedule, roles, and responsibilities and key steps toward achieving the plan. Upon adoption of the Strategic Plan, staff will use the Implementation Action Plan to carry out the Strategic Plan and monitor progress, reporting back to the City Council and the community at least twice each fiscal year. A strategic planning website will be developed to assist with communicating the plan to the community and the region.

The Strategic Plan will guide financial, operational, and policy decisions starting now and through FY2027-28, with oversight by the City Manager, in partnership and cooperation with the City Council and staff.

Each fiscal year, the City Manager will bring the Strategic Plan to the City Council for review, and updates and changes will be made as needed.

### **FINANCIAL IMPACT**

There is no fiscal impact associated with adopting the Strategic Plan. Future City Budgets will contain the City Council Priorities, and the City Manager will seek to align the Preliminary Budget along those priorities.

**ATTACHMENTS**

1. Resolution No. 11015 - A Resolution Adopting the City of Folsom Strategic Plan, FY 2023-24 through FY2027-28
2. Draft City of Folsom Strategic Plan, FY2023-24 through FY2027-28

Submitted,

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Elaine Andersen, City Manager

**ATTACHMENT 1**  
**Resolution No. 11015**

**RESOLUTION NO. 11015**

**A RESOLUTION ADOPTING THE CITY OF FOLSOM STRATEGIC PLAN,  
FY2023-24 THROUGH FY2027-28**

**WHEREAS**, the City Manager and the City Council sought to develop a City strategic plan to provide City leaders with a road map to capture opportunities and address challenges over the next five years; and

**WHEREAS**, the strategic planning process included gathering input from members of the City Council, the City's Executive Management Team, community stakeholders, and businesses; and

**WHEREAS**, the City Manager worked with the City Council on foundational strategic planning activities throughout the last year, including during two special City Council meetings. Later in the process, the City Manager retained consulting firm Baker Tilly to help guide the City Council through to completion of the draft strategic plan, with Baker Tilly consultants facilitating day-long workshops with both the City's Executive Management Team and the City Council; and

**WHEREAS**, the City's strengths, weaknesses/limitations, opportunities, and threats; goals; and mission, vision, and values were critically examined and refreshed, and major projects identified;

**WHEREAS**, the City Council identified four strategic goals which are memorialized in the Strategic Plan: (A) Financial Stability and Sustainability, (B) Public Safety and Infrastructure, (C) Economic and Community Development, and (D) Organization Effectiveness; and

**WHEREAS**, the Strategic Plan also includes the City's vision, mission, values, goals, City Council priorities, and strategies; and

**WHEREAS**, the Strategic Plan will guide financial, operational, and policy decisions starting now and through FY2027-28; and,

**WHEREAS**, staff will use an Implementation Action Plan to carry out the Strategic Plan and monitor progress, reporting back to the City Council and the community at least twice each fiscal year; and,

**WHEREAS**, each fiscal year, the City Manager will bring the Strategic Plan to the City Council for review, and updates and changes will be made as needed.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Folsom adopts the City of Folsom Strategic Plan, FY2023-24 through FY2027-28.

**PASSED AND ADOPTED** this 28th day of March, 2023, by the following roll-call vote:

**AYES:** Councilmember(s):  
**NOES:** Councilmember(s):  
**ABSENT:** Councilmember(s):  
**ABSTAIN:** Councilmember(s):

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Rosario Rodriguez, MAYOR

ATTEST:

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Christa Freemantle, CITY CLERK

**ATTACHMENT 2**  
**Draft Strategic Plan**



DRAFT



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# City of Folsom Strategic Plan

FY 2023-24 through FY 2027-28



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# City Council



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The Folsom City Council is dedicated to ensuring Folsom's high standards for public health, safety, and quality of life.

Through responsible leadership, the City Council provides policy direction and financial oversight to the City Manager, who is hired by and is accountable to the City Council. The City Manager is responsible for the day-to-day operations of the City organization under the Council/Manager form of government. With an eye to the long-term, the City Council serves as careful stewards for residents and businesses as they guide the direction of the City.

## A Message from the City Manager

This Strategic Plan sets the path for the City of Folsom for the next five years. It contains the City Council's guidance regarding top policy priorities and establishes the framework for allocating resources to achieve important objectives.

Many people participated in developing this Strategic Plan. We started with seeking early input from members of the City Council through individual interviews conducted by our facilitators. The executive team provided detailed information about current and future plans and projects, as well as participated in a day-long workshop. Community input was obtained through the Godbe Research survey conducted in March 2022, and business community input was gathered through an online survey conducted by Baker Tilly in January 2023. See Attachment A for more information about our strategic planning process.

As we implement our Strategic Plan, we will continue to strengthen ties between the City of Folsom and our many community members and partners.

**Success of the City of Folsom will always be a team effort.**

Elaine Andersen  
City Manager

### Strategic Planning Guidance Provided By

- Elaine Andersen, City Manager
- Allison Garcia, Human Resources Director
- Christa Freemantle, City Clerk
- Christine Brainerd, Communications Director
- Ken Cusano, Fire Chief
- Lorraine Poggione, Parks and Recreation Director
- Marcus Yasutake, Environmental and Water Resources Director
- Mark Rackovan, Public Works Director
- Pam Johns, Community Development Director
- Rick Hillman, Police Chief
- Stacey Tamagni, Finance Director
- Steve Wang, City Attorney
- Thomas Gruneisen, Library Director



## About the City of Folsom

The City of Folsom was founded in 1856, incorporated in 1946, and chartered in 1990. The City is located approximately 110 miles northeast of San Francisco, and 20 miles east of Sacramento. A full-service Charter city, Folsom covers approximately 30 square miles and serves over 81,000 residents.

City services include police, fire, public works, planning, parks and recreation, library, water, wastewater, and solid waste utilities. The City is known for its high water quality, which has helped attract major corporations to Folsom. Major employers in Folsom include Intel, Kikkoman, Kaiser Permanente, Toshiba, Micron, Kioxia, Gekkeikan, and Safe Credit Union.

Folsom is rich in history and has connections to California's Gold Rush, the Pony Express, and the first railroad in the West. Folsom's revitalized Historic District includes the Folsom History Museum and the Folsom Hotel (a landmark since 1885), and offers premier dining, shopping, and historic architecture.

Folsom's Zoo Sanctuary, aquatic center, 48 parks, 50 miles of paved recreational trails, Folsom Lake, Lake Natoma, and American River are just a few of the attractions offering outdoor recreational and educational activities to residents and visitors.

## Committees and Commissions

The City of Folsom has long benefited from the involvement of residents in many civic activities. One of the ways that residents can be involved is by serving on one of the City's commissions and committees, which are listed below.

- Arts and Culture Commission
- Historic District Commission
- Landscaping and Lighting Districts Advisory Committee
- Library Commission
- Parks and Recreation
- Planning Commission
- Traffic Safety Committee
- Utility Commission



# Opportunities and Challenges

The City of Folsom has numerous opportunities and several challenges.

## Opportunities

- Abundant historic and recreational amenities
- Strong interest in the River District and Central Business District
- Strong interest in creating a Folsom Plan Area town center
- Prominent healthcare and high-tech industries
- Capacity for revenue enhancement
- Strong community sense of volunteerism
- Greater efficiency through use of new technologies
- Grow public-private partnerships

## Challenges

- Lack of financial capacity to provide existing and future needed services and infrastructure
- Outdated technology
- Need for greater planning for future needs
- Employee retirements and turnover
- Lack of affordable housing
- Growing population with new needs
- Inability to maintain current service levels

## Major Factors Influencing Folsom's Future

Significant changes have occurred in recent years and other factors will influence the next 10 and more years. Some are listed below.



Effects of the pandemic



Folsom Plan Area



Threat of wildfires



Unfunded state mandates



Tight labor market



Rising housing costs



Financial capacity

# Vision, Mission and Values

Our vision is aspirational, a statement of the future. Our mission represents the purpose of the City of Folsom as an organization. Our values reflect expected behaviors of all members of the City of Folsom – including staff, appointed and elected officials. We are proud of where we are going as a city, and how we go about our work.



## VISION

The City of Folsom serves as a role model and regional leader that blends its rich historical roots and diverse cultural, recreational, and business resources into a great community.

## MISSION

The City of Folsom provides a safe, healthy, and vibrant community through innovative, responsive, and effective delivery of public services to maintain and enhance the quality of life of our residents.

## VALUES

**Integrity:** Demonstrating honesty and strong ethical principles in all actions and decisions.

**Professionalism:** Delivering high-quality services based on the skills and competence of trained employees, and best industry practices.

**Financial stability:** Planning for the long term and making decisions in the short term to ensure the necessary resources are available to deliver City services and achieve goals established by the Council.



# Multi-Year Goals

We have ambitious goals as we respond to community interests and organizational needs. Our Strategic Plan contains four multi-year goals covering a range of important initiatives intended to position the City well over five years.

**Goal A:** Financial Stability and Sustainability

**Goal B:** Public Safety and Infrastructure

**Goal C:** Economic and Community Development

**Goal D:** Organization Effectiveness



Each of these goals has an associated set of strategies.

The City Council's top priorities for the first two years are shown on the next page.





## City Council Priorities

Our work is in alignment with City Council policies and priorities. The following strategies address specific Council priorities in the first two years of the Strategic Plan. Each strategy listed below is also shown in the relevant goal section later in this document. The numbers shown below are consistent with those in the goal sections.

- Identify a funding plan to expand police department facilities to meet department needs. (Goal B, Strategy 3)
- Identify funding to increase police department staffing to meet community needs. (Goal B, Strategy 4)
- Initiate technology solutions to streamline organization and improve efficiency. (Goal B, Strategy 9)
- Complete the River District Master Plan to enhance the City's waterfront and waterfront-adjacent recreation and development opportunities. (Goal C, Strategy 1)
- Develop funding/sponsorship plan for the Johnny Cash Trail (JCT) art trail to increase tourism focused on Lake Natoma. (Goal C, Strategy 5)



# Goal A: Financial Stability and Sustainability

Support fiscal health through long-term planning, cost control, heightened efficiency, increased revenue, and cost recovery.

The following table contains nine strategies intended to help the City achieve the goal of financial stability and sustainability over the next several years. For each strategy, the time frame that work will begin has been noted. In a number of cases, the strategy is a continuation of work that began previously but significant effort will be needed to complete the strategy.



## STRATEGIES

### Year to Begin Strategy

FY 2022-23,  
FY 2023-24 and  
FY 2024-25

FY 2025-26 and  
FY 2026-27

1. Evaluate current policies for cost recovery and actual revenue received and modify as needed to implement increased cost recovery.	X
2. Identify and prioritize services needed, and determine the costs of those services, to meet current and increased population.	X
3. Assess the procurement process for contracts to streamline processes, identify inefficiencies, achieve cost savings.	X
4. Prepare and implement updated financial policies that incorporate a minimum emergency reserve and policy for use of any surplus funds at year-end.	X
5. Create a long-term funding plan that includes a fund-balance policy for deferred and ongoing infrastructure needs including asset replacement (e.g., drainage, parks, vehicle replacement, city facilities, technology, and other).	X
6. Develop new funding sources and strategies to build new facilities or expand and enhance existing facilities to meet the demands of a growing population.	X
7. Develop additional revenue sources for consideration to provide sufficient revenues to deliver services to the community.	X
8. Quantify the costs of and resources assigned to carry out major special events to ascertain any potential changes needed, and determine the economic impacts of such events.	X
9. Update the Public Facilities Financing Plan for the Folsom Plan Area.	X

# Goal B: Public Safety and Infrastructure

Enhance provision of public safety resources, invest in technological solutions, and maintain, repair, and improve public facilities and infrastructure.

The following table contains 19 strategies intended to help the City achieve the goal of public safety and infrastructure over the next several years. For each strategy, the time frame that work will begin has been noted. In a number of cases, the strategy is a continuation of work that began previously but significant effort will be needed to complete the strategy.



## STRATEGIES

*Year to Begin Strategy*

FY 2022-23,  
FY 2023-24 and  
FY 2024-25

FY 2025-26 and  
FY 2026-27

### *Fire and Police*

- |  |   |   |
|--|---|---|
| 1. Complete plans for a new, second fire station in the Folsom Plan Area, including an initial staffing plan of nine additional employees for a single engine company. |   | X |
| 2. Develop a plan to meet future fire department needs including review of need for additional stations, apparatus, and administrative and training facilities.        | X |   |
| 3. Identify a funding plan to expand police department facilities to meet department needs.  | X |   |
| 4. Identify funding to increase police department staffing to meet community needs.  | X |   |

### *Environmental Sustainability*

- |   |  |   |
|---|--|---|
| 5. Establish a plan and identify a funding source for completing a transition to full electric fleet by 2035. |  | X |
| 6. Conduct a full inventory of greenhouse gas emissions on the City's fixed assets.                           |  | X |

### *Technology*

- |   |   |  |
|---|---|--|
| 7. Conduct an organization-wide IT needs assessment that could lead to an IT strategic roadmap.       | X |  |
| 8. Establish a funded replacement schedule for updating and replacing outdated hardware and software. | X |  |
| 9. Initiate technology solutions to streamline organization and improve efficiency.                   | X |  |



# STRATEGIES

*Year to Begin Strategy*  
 FY 2022-23, FY 2023-24 and FY 2024-25      FY 2025-26 and FY 2026-27

## Technology

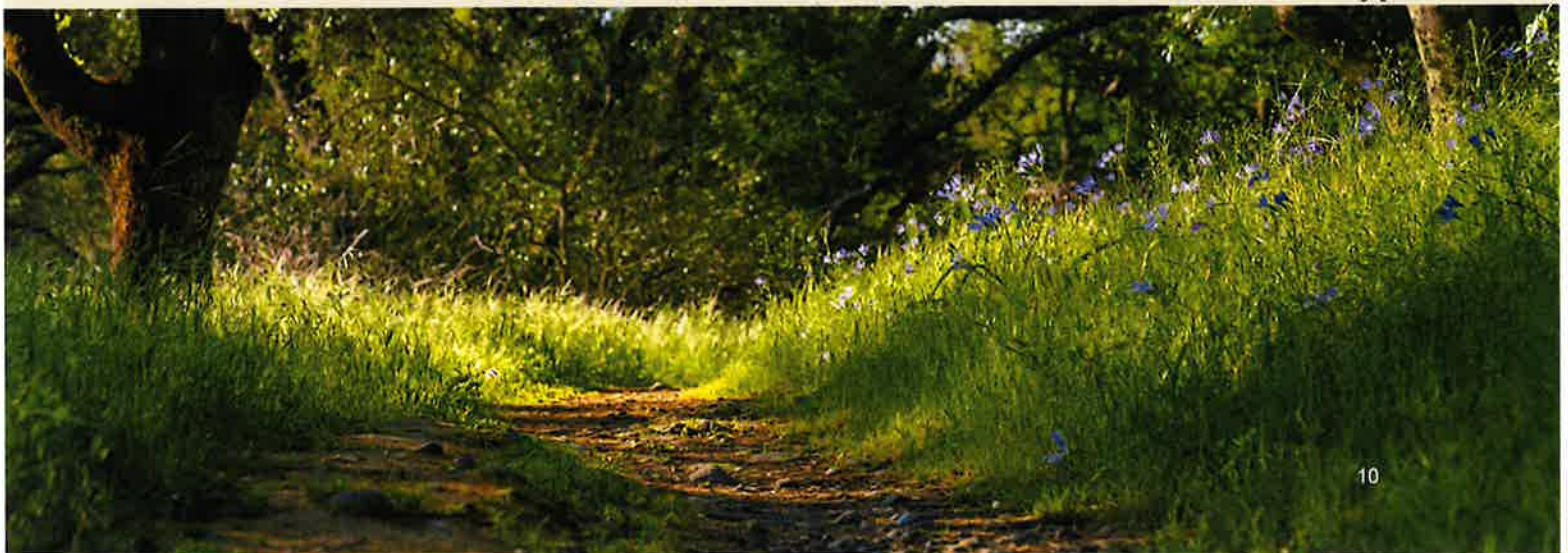
- |   |   |   |
|---|---|---|
| 10. Assess what would be involved in becoming a “Smart City” and establish a plan that matches resources as feasible.   |   | X |
| 11. Implement a robust Human Resources Information System (HRIS) that allows HR staff to track important employee information such as recruiting and talent acquisition, compensation, and organizational and absence management. |   | X |
| 12. Create a city intranet for all forms, processes, templates, contracts, approved City documents, and internal files to increase efficiency and security of file and document use.  | X |   |
| 13. Create new ways for the public to access information and records for increased transparency and to meet Public Records Act requirements.  | X |   |

## Public Works

- |  |   |   |
|--|---|---|
| 14. Establish a method of assessing and comparing the relative costs and benefits of roundabouts in lieu of traffic signal controls and create criteria to apply in determining which alternative to employ. | X |   |
| 15. Establish an asset management plan and program for fleet management and parts procurement.   |   | X |
| 16. Study, design, and construct capital improvements to enhance traffic flow and improve safety citywide.   |   | X |

## Parks and Recreation

- |  |   |   |
|--|---|---|
| 17. Update the Zoo Sanctuary Master Plan to provide focus for future operations, funding, and development. |   | X |
| 18. Prepare an update to the Parks and Recreation Master Plan.   | X |   |
| 19. Update the Arts and Culture Master Plan.   |   | X |





# Goal C: Economic and Community Development

Promote effective use of existing amenities and resources to create future opportunities that enrich the community.

The following table contains ten strategies intended to help the City achieve its economic and community development goals over the next several years. For each strategy, the time frame that work will begin has been noted. In a number of cases, the strategy is a continuation of work that began previously but significant effort will be needed to complete the strategy.



## STRATEGIES

*Year to Begin Strategy*

FY 2022-23,  
FY 2023-24 and  
FY 2024-25

FY 2025-26 and  
FY 2026-27

### *Preparation of Plans*

- |  |   |   |
|--|---|---|
| 1. Complete the River District Master Plan to enhance the City's waterfront and waterfront-adjacent recreation and development opportunities.                            | X |   |
| 2. Complete a master plan of the City's central business district with the goal to revitalize land use and infrastructure and set the foundation for future investments. | X |   |
| 3. Create a plan for relocating the corporation yard, including funding and timing.  |   | X |

### *Outreach and Business Development*

- |   |   |  |
|---|---|--|
| 4. Evaluate market opportunities in Folsom to create opportunities to leverage existing high tech, healthcare, and other significant local industries.  | X |  |
| 5. Establish a long-term vision for the Wye property and the Placerville and Sacramento Valley Railroad.  | X |  |
| 6. Develop funding/sponsorship plan for the Johnny Cash Trail (JCT) art trail to increase tourism focused on Lake Natoma.   | X |  |
| 7. Develop a narrative plan (e.g., QR codes) along walking and bicycle trails, and historic sites for self-guided tours.  | X |  |
| 8. Partner with Choose Folsom to market Folsom as a premier recreation and competitive events destination in northern California (e.g., Folsom Lake, Lake Natoma, the Historic District, scenic trails, bike trails, etc.). | X |  |



# STRATEGIES

Year to Begin Strategy

FY 2022-23,  
FY 2023-24 and  
FY 2024-25

FY 2025-26 and  
FY 2026-27

## Outreach and Business Development

- 9. Identify funding and other factors to determine feasibility of large scale, highly visible facilities and events that could provide recreational and tourism benefits to the community. X

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- 10. Conduct community outreach and collaborate with private developers to implement the vision-concept for a town center in the Folsom Plan Area (preliminary plans submitted and under review). X





# Goal D: Organization Effectiveness

Build strong connections and support for the community and employees through a commitment to local government best practices and employee development, support, and retention to meet community needs.

The following table contains five strategies intended to help the City achieve the goal of organizational effectiveness over the next several years. For each strategy, the time frame that work will begin has been noted. In a number of cases, the strategy is a continuation of work that began previously but significant effort will be needed to complete the strategy.



## STRATEGIES

*Year to Begin Strategy*

FY 2022-23,  
FY 2023-24 and  
FY 2024-25

FY 2025-26 and  
FY 2026-27

1. Implement multi-year staffing and succession planning for each department in consideration of projected retirements and turnover.	X	
2. Establish an enhanced employee training program that includes the latest tools in technology, local government best practices, and new customer service approaches (e.g., Folsom University 2.0, lunch and learns, "how to" videos).		X
3. Establish customer service standards and corresponding resource funding.		X
4. Establish a diversity, equity, and inclusion (DEI) program to support an environment welcoming to people of all backgrounds.	X	
5. Actively promote continuous improvement in City operations.	X	





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# Implementation and Tracking

## **Implementation Action Plan**

An Implementation Action Plan, contained in a separate document, provides further information. This includes the starting year, lead person and key tasks for each strategy. Timelines may be adjusted based on changing priorities, budget and personnel availability.

## **Tracking and Reporting Progress**

Progress reports will be provided to the City Council on a regular basis.





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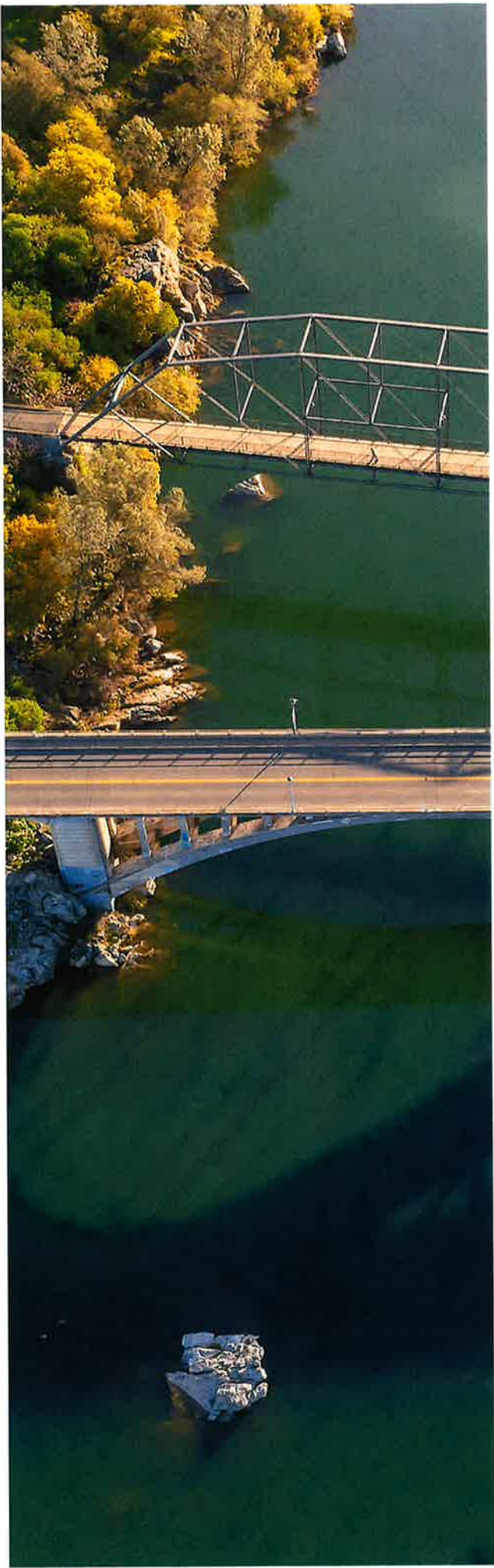
# Conclusion

This Strategic Plan is designed to guide the work and future of the City of Folsom. The plan articulates our vision, mission, and values and establishes a set of goals, strategies, and City Council priorities to guide the work of the City over the next five years.

The plan will be updated periodically as we accomplish our priorities and as needs change.

The City of Folsom is committed to continuing collaboration with our many partners in achieving the goals in this Strategic Plan.

**Thank you to everyone who contributed to this important planning effort.**



# Attachment A: Strategic Planning Process

The strategic planning process included gathering input from members of the City Council, executive leadership team, community and businesses.

### **Early City Council Input**

A first step in the planning process was interviews with each member of the City Council to gather their input about challenges and key priorities for the future.

### **Gap Analysis Questionnaire**

A gap analysis questionnaire was completed by the City's executive team, providing input about strengths, weaknesses/limitations, opportunities, and threats (SWOT); goals; and mission, vision and values. Significant plans and projects were identified.

### **Community and Business Input**

Input from the community was gathered through a survey conducted in March 2022 by Godbe Research. Input from the business community was gathered by Baker Tilly through an online survey conducted in January 2023.

### **Workshops**

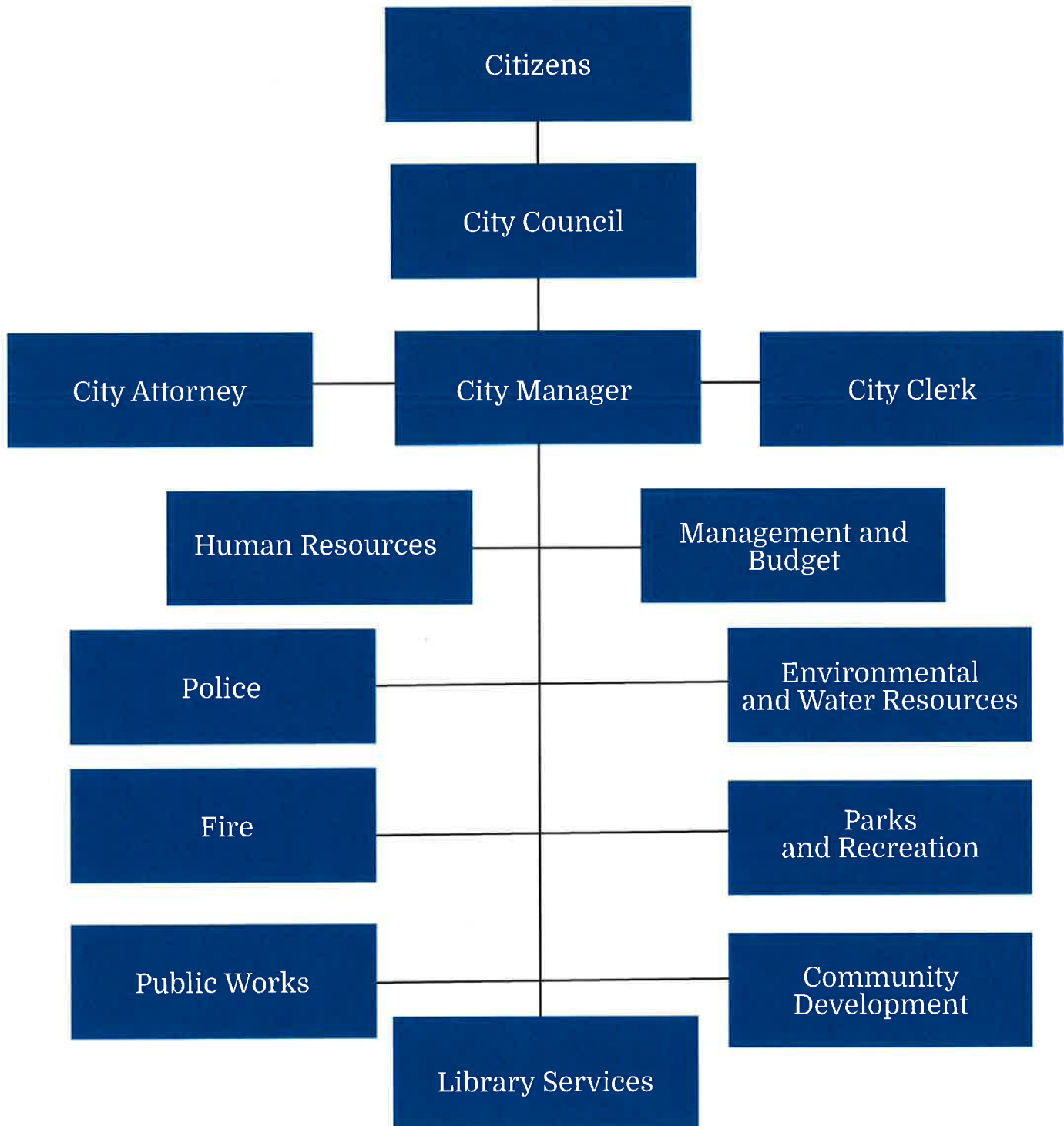
A full day workshop with the executive team was held in December 2022 to discuss the information gathered. A City Council workshop was held in February 2023 to discuss goals and strategies and to decide on top priorities.

### **Regular Updates**

City staff will be providing updates on progress of the Strategic Plan. An Implementation Action Plan accompanies this Strategic Plan. Each year, the strategic plan will be reviewed, and updates and changes will be made as needed.

# Attachment B: Organizational Chart

The City of Folsom is organized as shown in the following chart. The largest departments are police, fire, public works, library services, environmental and water resources, parks and recreation, and community development.





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