

Folsom City Council & City Manager Strategic Priorities Workshop

Date: March 2, 2026

Time: 12:30 – 3:00 PM (Rotary Clubhouse at Lew Howard Community Park)

Purpose: Establish clear, aligned priorities for 2026–2027 to inform FY26/27 departmental goals, action plans, and resource allocation.

Workshop Objectives

- ✓ Review and discuss **City Council Top 10 Goals/Priorities** for 2026–2027
 - ✓ Review and discuss the **City Manager’s Top 4 Operational Priorities** for 2026–2027
 - ✓ Discuss and agree upon a final list of **City Council Strategic Priorities for 2026-2027. This list will be utilized to allocate resources and develop the FY 26/27 budget.**
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12:30 – 1:45 PM | Working Lunch & Priority Presentations

12:30 – 12:40 PM | Welcome & Framing Remarks (Bryan)

- Workshop objectives and desired outcomes
 - How results will inform FY26/27 budget and departmental work plans
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12:40 – 1:30 PM | City Council Priorities Discussion

- Each Council Member (~10 minutes each):
 - Briefly presents their Top 10 Goals/Priorities for 2026–2027
 - Provide clarification as to the intent of the goal and the desired outcome
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1:30 – 1:40 PM | City Manager Operational Priorities

- City Manager’s Top 4 Operational Priorities for 2026–2027
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1:40 – 2:50 PM | Strategic Priorities Alignment and Recalibration Discussion

1:40 – 2:10 PM | Combined/Overlapping CC Priorities Exercise

- **Recurring Council Priorities from Top 10 Lists** (all items with 2 or more votes)
- CC New Top 3 Priorities List (CC to fill out after listening/considering overlap)

5 Minute Break to Assemble/Align CC Revised Top 3 Priorities

- **Combined Council Top 3 Lists** (individual top 3 listing with overlap shown)
- Side-By-Side Comparison of CC Aligned Priorities (Both Combined Lists)
 - Governance model comparison (count to 3 vs each top choices)
 - Are these the right priorities for the near term?

2:10 – 2:30 PM | Priorities Vetting Discussion with EMT

EMT Feedback & Clarification on Strategic Priorities

- Questions regarding scope, timeline, and sequencing of strategic priority items
- Questions regarding strategic priorities relative to other tasks or required services
- Identification of potential conflicts, risks, or trade-offs

2:30 – 2:50 PM | Implementation & Resource Alignment Discussion

- EMT focus on strategic priorities – reallocation of resources
 - Staffing and resource allocation implications
 - Funding considerations and fiscal impacts
- Management of other priority projects, programs, tasks not on the list

2:50 – 3:00 PM | Closing and Next Steps

- Confirm CC Strategic Priorities for 2026/2027

City Council Top 10 Goals/Priorities for Next Two Years (2026 and 2027)

Councilmember: *Justin Raithe*

Please fill out this form with your individual top 10 goals/priorities for the next two year period (calendar year 2026 and 2027) and submit to Bryan by end of day Tuesday, February 24th. The goals/priorities can be general and/or specific but should be something that can be reasonably achieved, prioritized, or incrementally progressed in the near term.

Goal/Priority #1 **Consistent Delivery of Core City Services**

Set standards for delivery of core services and create ways to periodically or continuously measure against them. Communicate our delivery out to residents. Example - Sac Sewer Service Commitments.

Goal/Priority #2 **Improve Financial Planning Tools**

Asset renovation/replacement costs/timelines and rough set aside to achieve. ROM estimates for new development amenities and way to track against commitments for various impact fee funds.

Goal/Priority #3 **Rebuild Trust / Increase Transparency**

Humanize city employees delivering core services exceptionally. All RFPs and contracts published in searchable database. Fix L&Ls proactively. Street paving plan online. Leverage and partner on AI.

Goal/Priority #4 **Complete Empire Ranch Interchange Design and Funding Plan**

Break ground in 2028.

Goal/Priority #5 **Update Affordable Housing Strategy**

Local preference, renovation options, land banking, ADU encouragement - review options other than gap financing.

Goal/Priority #6 **Advocate for Local Control / Better Share of Sales Tax Revenues**

SB802, Sales tax working group at Cal Cities, SB 79...be a regional leader and collaborator to drive change at state level.

Goal/Priority #7 **Expand Local Non-Profit Partnerships on Amenities**

Bike Park opened, Lembi Pickleball Expansion and expanded MOU, soccer fields are in desperate need and SURF seems willing, Community Center?, Rodeo? Zoo? JC Trail? Should MOUs be CC approved?

Goal/Priority #8 **Central Business District Revitalization**

Task force stood up for branding and momentum. Mobilize property/business owners into a cohesive group. Utilize grants & affordable housing fund for infrastructure improvements incl Riley sidewalk to HD.

Goal/Priority #9 **Be Business Friendly**

Fix our permitting and inspection delivery system. Publish metrics on timeframes, benchmark against our regional partners. Engage on iconic projects like Mettle Shop and Town Center (Econ Dev).

Goal/Priority #10**Divest Surplus Property**

Corp yard cost/plan and then RFP one or other, RFP Glenn Station property, RFP Wye property. Create map of all city-owned property!

City Council Top 10 Goals/Priorities for Next Two Years (2026 and 2027)

Councilmember: *Anna Rohrbough*

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Goal/Priority #1 **Improve Predictability in the Planning and Permitting Process**

Develop solutions that reduce repeated review cycles and eliminate new rounds of comments after resubmittals whenever possible, providing clearer expectations, better coordination, and more predictable timelines for applicants.

Goal/Priority #2 **Traffic Safety and Enforcement**

Evaluate technology, targeted enforcement strategies, and staffing needs to address speeding, racing, and congestion and continue strengthening proactive traffic safety efforts.

Goal/Priority #3 **Sustain and Resource Proactive Public Safety Services**

Ensure Police staffing, the POP team, dispatch services, and the Homeless Outreach Team remain appropriately resourced to support proactive policing, reduce homelessness impacts, maintain fast response times, and strengthen long term community safety.

Goal/Priority #4 **Citywide Crosswalk Safety and Quality of Life Infrastructure**

Imrpove visibility and tracking of pedestrian safety needs, including repainting and maintaining highly visible crosswalks, for example, along South Lexington, while also establishing a citywide approach to identifying and piroritizing replacement of small but meaningful amenities like park benches, bleachers, and similar everyday infrastructure.

Goal/Priority #5 **Evaluate City Programs and Align Resources with Demand**

Conduct a broad review of City programs and services to understand demand, staffing impacts, and costs, helping identify which programs are essential, which can be streamlined or reduced, and where resources should be focused.

Goal/Priority #6 **Prioritize Maintenance of Existing Parks and Amenities**

Continue focusing on maintaining and improving exisitng parks and facilities before expanding the City's inventory of new amenities.

Goal/Priority #7 **Revitalize the Central Business District**

Explore policies, partnerships, and targeted beautification investments that encourage property improvements, activate landlords, attract new businesses, and strengthen economic vitality within the Central Business District.

Goal/Priority #8 **Corporation Yard Relocation and Redevelopment Planning including Historic District Connectivity**

Develop a clear vision, timeline, and action plan for relocating the Corporation Yard and exploring redevelopment of this prime 20 acre site to support downtown vitality, strengthen the Historic District, and enhance connections to Lake Natoma.

Goal/Priority #9

Goal/Priority #10	

City Council Top 10 Goals/Priorities for Next Two Years (2026 and 2027)

Councilmember: *Sarah Aquino*

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Goal/Priority #1 **Complete Trail Connection Under Highway 50**

Complete trail connection under Highway 50 and use it as a catalyst to increase connectivity north and south of highway 50 both literally and figuratively.

Goal/Priority #2 **Secure full funding for Empire Ranch Road Interchange**

Goal/Priority #3 **Conduct a Comprehensive Review of Amenities Planned for FPA vs. Available/Projected Funds**

Ensure we are collecting enough impact fees to deliver promised amenities in the Folsom Plan Area. Adjust fees and/or project budgets as necessary and manage community expectations.

Goal/Priority #4 **Prepare and Plan for Impacts of EDH Costco**

Estimate how the opening of a Costco in EDH will affect Folsom's sales tax revenue and adjust our budget projections for the next 2-10 years accordingly. Consult with Placer County.

Goal/Priority #5 **Improve Landscaping in Russell Ranch & White Rock Springs Ranch**

Develop a five year plan to improve and upgrade the landscaping in center medians and alongside Alder Creek Parkway and Grand Prairie. Utilize volunteer labor where practical.

Goal/Priority #6 **Folsom Ranch Sports Complex & Town Center**

Work to get these projects across the finish line.

Goal/Priority #7 **Improve Tree Canopy City-Wide**

Replace trees that are heavily infested with mistletoe such as those at the corner of East Bidwell and Oak Avenue Parkway and expand tree canopy at main entrances to the city.

Goal/Priority #8 **Increase Traffic Enforcement**

Goal/Priority #9 **Expand Bus Service to South of 50**

Work with SacRT to expand bus service to south of 50.

Goal/Priority #10 **Repair and/or Replace Older Sections of Trail**

Double or triple the amount of trail we are repairing or replacing each year.

City Council Top 10 Goals/Priorities for Next Two Years (2026 and 2027)

Councilmember: *Barbara Leary*

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Goal/Priority #1 **Improve Councilmember communications**

Needed: establish priorities and positions through biannual or quarterly public meetings to enhance inclusion. Ensure that all communications such as position letters to other electeds and agencies are shared with all CM. Review updated changes to Brown Act with CMs.

Goal/Priority #2 **Establish long range sustainability plans for Parks & Rec**

Needed: long term viable sustainability plans should be established, identification of income sources/ensurance of income generated by the facilities must be directed back to them.

Goal/Priority #3 **Establish coalitiions needed for critical functions of Fire Department**

Needed - this goal needs a near term solution for the critical components of training/equipment maintenance, and longer term of identification of other needs that would benefit from collaborative efforts.

Goal/Priority #4 **Streamlining of City website**

Needed - Ensure that links to information under each department are available on each divisioins website - example info on E-bikes would be helpful on the Police Dept website.

Goal/Priority #5 **Initiate/continue work on infrastructure for Central Business District redevelopment**

Needed/desired - identify needs to upgrade infrastructure in anticipation of planned implementation of E. Bidwell corridor housing and business needs.

Goal/Priority #6 **Engage Coucilmembers in lobbying elected State officials on bills impacting the City**

Desired - Enhance the engagement of bipartisan elected officials in supporting or opposing bills. Direct contact with local electeds is effective in addition to lobbying efforts.

Goal/Priority #7 **Ensure coverage of all departments (eg library, etc) in Council presentations**

Desired - it would be helpful for all Coucilmembers to be aware of some of the services the City supports and the vital impact of those on the community.

Goal/Priority #8 **Establish lists of potential additional income**

Desired - look at methods of encouraging/enforcing absentee landlords to fill or retrofit/re-design long empty retail or office spaces. Examples of other cities that are or have been establishing fines/incentives to do so.

Goal/Priority #9	Establish a collaborative relationship/engage with Homeless planning within County
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Needed - working to establish services such as mental health/temporary housing in our section of the County will take a collaborative effort and we must participate to solve this ongoing problem.

Goal/Priority #10	Continue planning for retention of open space and replacement of tree canopy
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Needed - less impactful intrusion into the open space with development of Oak Avenue crossing, environmental impacts need to be reviewed as not addressed in initial reports.

City Council Top 10 Goals/Priorities for Next Two Years (2026 and 2027)

Councilmember: Mike Kozlowski

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Goal/Priority #1 Move the Corp yard to South area complex

Goal/Priority #2 Folsom Ranch Sports complex (Ice Arena)

Goal/Priority #3 Empire Ranch Road Interchange funding/completion

Goal/Priority #4 Consider annexation of SE quadrant of Aerojet property for use as Industrial zoning

Goal/Priority #5 Contribute brush clearing and invasive species in Lew Howard Park, Hinkle Creek, and Amercian River Parkway

Goal/Priority #6 Trail connections to Place County across San Juan Water District property Baldwin Dam area

Goal/Priority #7 Controlled crosswalk near Berry Creek/Inwood on Folsom-Auburn Road

Goal/Priority #8 Complete Sidewalk project on Riley Street from Bidwell to Leidesdorff

Goal/Priority #9

Goal/Priority #10

City Manager Top 4 Operational Priorities for 2026 and 2027

City Manager: Bryan Whitemyer

Operational Priority #1 Build Community Trust through Fiscal Transparency and Living Within Our Means

Operational Priority #2 Improve Customer Service for internal and external customers

Operational Priority #3 Seek out additional funding to augment Public Safety Services

Operational Priority #4 Invest in proactive maintenance and replacement of streets, parks, trails, and facilities

City Council Individual and Aligned Priorities 2026/2027

City Council Aligned Priorities (2 or more Councilmembers)		Mayor Raithel	Vice Mayor Rohrbough	Councilmember Aquino	Councilmember Leary	Councilmember Kozlowski
Empire Ranch Interchange		Consistent Delivery of Core City Services	Improve Predictability in the Planning and Permitting Process	Complete Trail Connection Under Highway 50	Improve Councilmember Communications	Move the Corp yard to South area complex
Central Business District Revitalization		Improve Financial Planning Tools	Traffic Safety and Enforcement	Secure full funding for Empire Ranch Road Interchange	Establish long range sustainability plans for Parks and Recreation	Folsom Ranch Sports complex (Ice Arena)
Engage in Key Economic Development Opportunities (e.g., Mettle Shop, Town Center)		Rebuild Trust/Increase Transparency	Sustain and Resource Proactive Public Safety Services	Conduct a Comprehensive Review of Amenities Planned for FPA vs Available/Projected Funds	Establish coalitions needed for critical functions of Fire Department	Empire Ranch Road Interchange funding/completion
Improve Financial Planning Tools/Analysis/Projections		Complete Empire Ranch Interchange Design and Funding Plan	Citywide Crosswalk Safety and Quality of Life Infrastructure	Prepare and Plan for Impacts of EDH Costco	Streamlining of City website	Consider annexation of SE quadrant of Aerojet property for use as Industrial zoning
Advocacy for local control/increased share of sales tax		Update Affordable Housing Strategy	Evaluate City Programs and Align Resources with Demand	Improve Landscaping in Russell Ranch and White Rock Springs Ranch	Initiate/continue work on infrastructure for Central Business District redevelopment	Contribute brush clearing and invasive species in Lew Howard Park, Hinkle Creek, and Amercian River Parkway
Improve Tree Canopy - retention and replacement		Advocate for Local Control/Better Share of Sales Tax Revenue	Prioritize Maintenance of Existing Parks and Amenities	Folsom Ranch Sports Complex and Town Center	Engage Councilmembers in lobbying elected State officials on bills impacting the City	Trail connections to Place County across San Juan Water District property Baldwin Dam area
Improve predictability in the Planning and Permitting Process		Expand Local Non-Profit Partnerships and Amenities	Revitalize the Central Business District	Improve Tree Canopy Citywide	Ensure coverage of all departments (e.g., library) in Council presentations	Controlled crosswalk near Berry Creek/Inwood on Folsom-Auburn Road
Increase traffic enforcement and safety		Central Business District Revitalization	Corporation Yard Reloation and Redevelopment Planning Including Historic District Connectivity	Increase Traffic Enforcement	Establish list of potential additional income	Complete Sidewalk project on Riley Street from Bidwell to Leidesdorff
Assess and prioritize asset/amenity replacment of parks, trails, and city facilities		Be Business Friendly		Expand Bus Service to South of 50	Establish a collaborative relationship/engage with Homeless planning within County	
Redevelop the existing corp yard/divest surplus property (and relocate existing corp yard)		Divest Surplus Property		Repair and/or Replace Older Sections of Trail	Continue planning for retention of open space and replacement of tree canopy	
Improve Customer Service						

City Council Individual and Aligned Priorities 2026/2027

City Council Aligned Priorities (2 or more Councilmembers)	Mayor Raitzel	Vice Mayor Rohrbough	Councilmember Aquino	Councilmember Leary	Councilmember Kozlowski
Empire Ranch Interchange (3)	Consistent Delivery of Core City Services	Improve Predictability in the Planning and Permitting Process	Complete Trail Connection Under Highway 50	Improve Councilmember Communications	Move the Corp yard to South area complex
Redevelop the existing corp yard/divest surplus property (and relocate existing corp yard)(3)	Improve Financial Planning Tools	Traffic Safety and Enforcement	Secure full funding for Empire Ranch Road Interchange	Establish long range sustainability plans for Parks and Recreation	Folsom Ranch Sports complex (Ice Arena)
Engage in Key Economic Development Opportunities (e.g., Mettle Shop, Town Center)(3)	Rebuild Trust/Increase Transparency	Sustain and Resource Proactive Public Safety Services	Conduct a Comprehensive Review of Amenities Planned for FPA vs Available/Projected Funds	Establish coalitions needed for critical functions of Fire Department	Empire Ranch Road Interchange funding/completion
Central Business District Revitalization (2)	Complete Empire Ranch Interchange Design and Funding Plan	Citywide Crosswalk Safety and Quality of Life Infrastructure	Prepare and Plan for Impacts of EDH Costco	Streamlining of City website	Consider annexation of SE quadrant of Aerojet property for use as Industrial zoning
Improve Financial Planning Tools/Analysis/Projections (2)	Update Affordable Housing Strategy	Evaluate City Programs and Align Resources with Demand	Improve Landscaping in Russell Ranch and White Rock Springs Ranch	Initiate/continue work on infrastructure for Central Business District redevelopment	Contribute brush clearing and invasive species in Lew Howard Park, Hinkle Creek, and Amercian River Parkway
Advocacy for local control/increased share of sales tax (2)	Advocate for Local Control/Better Share of Sales Tax Revenue	Prioritize Maintenance of Existing Parks and Amenities	Folsom Ranch Sports Complex and Town Center	Engage Councilmembers in lobbying elected State officials on bills impacting the City	Trail connections to Place County across San Juan Water District property Baldwin Dam area
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Improve predictability in the Planning and Permitting Process (2)	Central Business District Revitalization	Corporation Yard Reloation and Redevelopment Planning Including Historic District Connectivity	Increase Traffic Enforcement	Establish list of potential additional income	Complete Sidewalk project on Riley Street from Bidwell to Leidesdorff
Increase traffic enforcement and safety (2)	Be Business Friendly		Expand Bus Service to South of 50	Establish a collaborative relationship/engage with Homeless planning within County	
Assess and prioritize asset/amenity replacment of parks, trails, and city facilities (2)	Divest Surplus Property		Repair and/or Replace Older Sections of Trail	Continue planning for retention of open space and replacement of tree canopy	

City Council and CM Priorities 2026/2027

CM Top 4 Priorities		Mayor Raithel	Vice Mayor Rohrbough	Councilmember Aquino	Councilmember Leary	Councilmember Kozlowski
Build Community Trust through Fiscal Transparency and Living Within Our Means		Consistent Delivery of Core City Services	Improve Predictability in the Planning and Permitting Process	Complete Trail Connection Under Highway 50	Improve Councilmember Communications	Move the Corp yard to South area complex
Improve Customer Service for internal and external customers		Improve Financial Planning Tools	Traffic Safety and Enforcement	Secure full funding for Empire Ranch Road Interchange	Establish long range sustainability plans for Parks and Recreation	Folsom Ranch Sports complex (Ice Arena)
Seek out additional funding to augment Public Safety Services		Rebuild Trust/Increase Transparency	Sustain and Resource Proactive Public Safety Services	Conduct a Comprehensive Review of Amenities Planned for FPA vs Available/Projected Funds	Establish coalitions needed for critical functions of Fire Department	Empire Ranch Road Interchange funding/completion
Invest in proactive maintenance and replacement of streets, parks, trails, and facilities		Complete Empire Ranch Interchange Design and Funding Plan	Citywide Crosswalk Safety and Quality of Life Infrastructure	Prepare and Plan for Impacts of EDH Costco	Streamlining of City website	Consider annexation of SE quadrant of Aerojet property for use as Industrial zoning
		Update Affordable Housing Strategy	Evaluate City Programs and Align Resources with Demand	Improve Landscaping in Russell Ranch and White Rock Springs Ranch	Initiate/continue work on infrastructure for Central Business District redevelopment	Contribute brush clearing and invasive species in Lew Howard Park, Hinkle Creek, and Amercian River Parkway
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		Central Business District Revitalization	Corporation Yard Reloation and Redevelopment Planning Including Historic District Connectivity	Increase Traffic Enforcement	Establish list of potential additional income	Complete Sidewalk project on Riley Street from Bidwell to Leidesdorff
		Be Business Friendly		Expand Bus Service to South of 50	Establish a collaborative relationship/engage with Homeless planning within County	
		Divest Surplus Property		Repair and/or Replace Older Sections of Trail	Continue planning for retention of open space and replacement of tree canopy	