



Folsom City Council Staff Report

MEETING DATE:	8/11/2026
AGENDA SECTION:	New Business
ITEM TITLE:	Presentation of Community Survey and Civic Dialogue Results and Proposed Workplan by Change.org Representatives, and Staff Direction
FROM:	City Manager's Office

RECOMMENDATION / CITY COUNCIL ACTION

Receive a report on the results of the Folsom Ideas for Change civic dialogue process, provide initial input on the proposed workplan, and authorize Change.org to reference its work with the City of Folsom in future communications and promotional materials.

BACKGROUND / ISSUE

The City of Folsom partnered with Change.org to gather input from residents on key community issues. This effort provides the City Council with data-informed insights from a broad cross-section of the community to inform future policy, priority, and planning decisions.

Change.org developed its nonprofit "Local Civic Dialogues" platform to help cities collect representative resident feedback. According to Change.org, the platform surfaces common priorities, identifies areas of agreement, broadens participation, and supports local decision-making.

In April 2026, the City Council directed staff to launch the process with Change.org. The initiative, Folsom Ideas for Change, focused on two primary topics: growth and infrastructure. The process included an online input phase followed by a facilitated civic dialogue with a representative group of residents.

Following the project's conclusion, Change.org delivered the community input results and a proposed workplan for next steps to help guide future City Council decisions.

ANALYSIS

A summary of the engagement process, participation, methodology, and findings is included in Attachment 1.

Following the civic dialogue process, Change.org reviewed the results and developed the proposed workplan, included as Attachment 2. The workplan outlines near- and longer-term recommendations based on areas of community support. Many of the recommendations align with existing City initiatives, projects, or policy discussions that are already underway or have previously been considered. Change.org has also indicated it is willing to continue supporting implementation efforts at no cost to the City.

The workplan is being presented to the City Council for initial review and input. Implementation of any recommended actions is contingent upon City Council direction, alignment with City priorities, and available funding.

In addition, as part of its previous direction, the City Council requested that the City of Folsom's name not be used in Change.org marketing or promotional materials without prior approval and until the City completed the process and was satisfied with the outcome. With the civic dialogue process now complete and staff satisfied with the results, staff seeks City Council authorization to allow Change.org to identify Folsom as a participating community and reference its work with the City in future communications and promotional materials.

FINANCIAL IMPACT

There was no direct cost to the City to participate in the Change.org civic dialogue process. Change.org has offered to support workplan implementation projects at no charge. Financial impacts will depend on which specific recommendations are pursued, and items requiring additional funding will return to the City Council for consideration.

ATTACHMENTS

1. Folsom Ideas for Change – Civic Dialogue Results
2. Change.org Proposed Workplan

Submitted,

Bryan Whitemyer
City Manager

Attachment 1

FOLSOM

Civic Dialogue Results

Change.org and the City of Folsom teamed up to start a conversation that crossed boundaries:

“What would **positive change** look like in Folsom?”

Get over a thousand people to share their ideas and vote on the ideas of others.

Identify their **common interests**, despite differences on other issues.

Bring 100 people together for a conversation about those resonant issues.

Less expansion, more focus on infrastructure.

Conduct a study of E. Bidwell traffic patterns to relieve congestion.
Implement traffic flow improvement.

Adjust the intersection lights along Folsom Boulevard to match the light rail trains.

In Phase 1, we received **68,123 votes** on
430 IDEAS
from **1,039 residents.**

ss suburban

Develop lo
financial s
preserves o
Folsom res

Identify consistent, reliable and adequate funding to maintain parks, trails, roads, storm drains and open space to preserve quality of life and property values.

Don't build infrastructure unless funding for future maintenance is earmarked in the budget.

Increase the developer fees to cover the actual cost of new infrastructure.

Our analysis identified priorities with broad support across 3 opinion groups



Civic Infrastructure Stewards

Focus on civic infrastructure stewardship — public access, support for aging residents and unhoused neighbors, and preserving Folsom's independence.



Balanced Growth Skeptics

Question the city's current growth model. Push for smarter mobility — transit, walkability, traffic enforcement — and demand new development pay for itself.



Small Town Traditionalists

Preserve Folsom's small-town identity — strict enforcement, slower growth, fewer apartments, and infrastructure focused on existing residents rather than expansion.

CIVIC INFRASTRUCTURE STEWARDS

The largest group, they focus on long-term civic infrastructure stewardship — public access, support for aging residents and unhoused neighbors, and preserving Folsom’s institutional independence. They favor public transit investment, inclusive public spaces, and partnerships with State Parks and tribes. They strongly oppose merging away Folsom’s institutions, speculative schemes for the city reserve, and stripping resident voice from city decisions.

MAKE OR BREAK

All new playgrounds should focus on inclusivity and accessibility for children and caregivers with various disabilities i.e. ramps to play structures, pour in place instead of bark, tunnels large enough for anyone to go through, fences, etc.

This group: 82% approve

vs Others: 64% approve

18% gap

Long-term funding for civic infrastructure (parks, trails, roads, storm drains)

Investment in public transit and accessible public spaces

Affordable housing for aging residents and shelter for unhoused neighbors

Partnerships with State Parks, tribes, and community organizations

Preserving Folsom’s independence and voter control over city services

SUPPORTS

Develop long-term plan for financial sustainability that preserves quality of life for Folsom residents. 99% approve

There needs to be a long term funding plan for the maintenance of our existing parks and trails. 98% approve

Enhance the “Adopt a Trail” program to enable businesses to sponsor sections of trail through donations. 98% approve

OPPOSES

Annex land for a data center. 89% oppose

Diversify 10–20% of the city’s reserve fund into Bitcoin. 98% oppose

Change the charter to let council outsource city services (parks, pool, zoo, waste) without voter approval. 84% oppose

BALANCED GROWTH SKEPTICS

This group questions Folsom's current growth model and pushes for smarter mobility, walkability, and traffic enforcement. They favor expanded public transit, native landscaping, and removing parking minimums to reduce car dependence. They support consolidating services to reduce costs — but strongly oppose unchecked commercial development, schemes that strip resident voice, and speculative reserve-fund bets.

MAKE OR BREAK

Remove parking minimums (aka how many parking spots required for a business)... Improve public transportation so we don't have to be so reliant on cars.

This group: 96% approve

vs Others: 63% approve

33% gap

Remove parking minimums and reduce car dependence

Expand public transit, light rail, and walkable corridors

Traffic enforcement (speed cameras, red light cameras)

Consolidate city services to reduce costs (Fire dept merger)

Native landscaping and environmental sustainability

SUPPORTS

Slow down new housing development. Maintain oak tree groves and natural green spaces.

100% approve

Connect the two bike/walking trails on each side (underneath) of highway 50 along Placerville Road — only 100 yards needs to be constructed.

100% approve

Identify consistent, reliable and adequate funding to maintain parks, trails, roads

100% approve

OPPOSES

Build an outdoor mall like the Roseville Galleria

88% oppose

Diversify 10–20% of the city's reserve fund into Bitcoin.

98% oppose

Build an automobile race track out past Folsom high school.

83% oppose

SMALL TOWN TRADITIONALISTS

The smallest but most distinct group, they want to preserve Folsom's small-town identity. They push for strict enforcement, slower growth, fewer apartments, and infrastructure focused on existing residents rather than expansion. They strongly oppose new public transit projects, expanded bus service, light rail on Bidwell, and SO50 development. They are skeptical of housing-density solutions and most growth-driven proposals.

MAKE OR BREAK

New light rail on Bidwell to relieve traffic congestion and make Folsom more human-friendly instead of car centric.

This group: 4% approve

vs Others: 56% approve

52% gap

Reduce homeless and transient presence in old town

Slow expansion; preserve Folsom's small-town character

Strict code enforcement and e-bike regulations

Skepticism of new public transit and bus expansion

Infrastructure for existing residents, not new growth

SUPPORTS

Less expansion, more focus on infrastructure. 96% approve

Enforce e-bike rules and regulations. 95% approve

Decrease the amount of homeless and transient people hanging out in old town. 100% approve

OPPOSES

More shelter options for the 100+ growing population of unhoused citizens 88% oppose

Increase affordable housing options specifically for aging adults, in proximity to services and transportation. 83% oppose

New light rail on Bidwell to relieve traffic congestion. 96% oppose

Unifying Ideas

These are the ideas that were popular across all groups, regardless of other differences.*

*Scores reflect the minimum support across the groups; rankings account for pass/rates.

**Duplicates not included in this list.

#1

Fix the traffic issue at E Bidwell and Hwy 50.
(100% BRIDGING SUPPORT)

2. Enforcement of e-bike rules and regulations. Especially around the middle schools at dismissal time. **(95%)**
3. Less expansion, more focus on infrastructure. **(93%)**
4. The trash along white rock rd is an issue. I believe it's mostly from all the construction. Can something be done about it? **(91%)**
5. Identify consistent, reliable and adequate funding to maintain parks, trails, roads, storm drains and open space to preserve quality of life and property values. **(89%)**
6. More raw nature, less endless suburban sprawl. **(89%)**
7. Code enforcement should start fining chronic offenders. **(88%)**
8. More outreach like this. It's impossible for most working families to make in person meetings to give city feedback, ignoring large portion of population. **(88%)**
9. Adjust the intersection lights along Folsom Boulevard to match the light rail trains. **(88%)**
10. Don't build infrastructure unless funding for future maintenance is earmarked in the budget. **(86%)**

Resonant Issues: 1-3

The issues that were most important to all groups

01

26
BRIDGING IDEAS

Growth & Development

Slow housing growth until infrastructure catches up, make developers pay the full cost of new infrastructure

"Less expansion, more focus on infrastructure"

✓ 93%
bridge

"Don't build infrastructure unless funding for future maintenance is earmarked in the budget."

✓ 86%
bridge

"Develop a list of 5 critical infrastructure projects. Since we must pay matching funds even with a grant, the city should spend NO money towards ANY project not on that list."

✓ 73%
bridge

02

23
BRIDGING IDEAS

Streets & Roads

Enforce e-bike rules, build missing sidewalks, complete bike-and-trail connections

"Enforcement of e-bike rules and regulations. Especially around the middle schools at dismissal time"

✓ 95%
bridge

"Focus selective traffic enforcement on red-light running and aggressive driving throughout the city."

✓ 74%
bridge

"Connect the two bike/walking trails on each side (underneath) of highway 50 alongside Placerville Road. The two paths are fabulous and only 100 yards or so needs to be constructed."

✓ 86%
bridge

03

20
BRIDGING IDEAS

City Hall

Long-term financial planning, increase resident access, limit council self-dealing

"Identify consistent, reliable and adequate funding to maintain parks, trails, roads, storm drains and open space to preserve and maintain civic infrastructure, quality of life and property values."

✓ 89%
bridge

"City council should not vote to get their own raise. That decision should come from many-budget analysis, city manager, public, city planning, non partial committee, dept mgrs all included, but not for themselves."

✓ 79%
bridge

"More outreach like this. It's impossible for most working families to make in person meetings to give city feedback, ignoring large portion of population."

✓ 88%
bridge

✓ % shows cross-group bridging score

Resonant Issues: 4-6

The issues that were most important to all groups

04

14

BRIDGING IDEAS

Highway Interchanges & US-50 Access

Build interchanges and relieve the Bidwell bottleneck

"Prioritize solving the US 50/E. Bidwell overcrossing traffic nightmare."

✓ 87%
bridge

"Prioritize construction of the Empire Ranch Road interchange on US 50. Would relieve traffic at the E. Bidwell offramp."

✓ 86%
bridge

"Complete Alder Creek road all the way to prairie city to alleviate traffic on bidwell."

✓ 70%
bridge

05

12

BRIDGING IDEAS

Parks & Recreation

Maintain parks and trees, reduce litter, fund trail rehabilitation

"Keep all water fountains at parks working, unclogged & not leaking. Ensure each park has at least one. Many have been broken for years or leak making huge mud pits."

✓ 78%
bridge

"More trees along walking areas. The hot summers are too much for people to enjoy being out."

✓ 74%
bridge

"Enhance the 'Adopt a Trail' program to enable businesses to sponsor sections of trail through donations, which would be used for trail repairs and improvement projects."

✓ 77%
bridge

06

6

BRIDGING IDEAS

Public Safety

Strengthen code enforcement, develop a long term funding plan for police and fire, reduce loitering

"Decrease the amount of homeless and transient people hanging out in old town. It's become too much. They are sleeping all over the area and loitering into our neighborhoods."

✓ 82%
bridge

"Code enforcement should start fining chronic offenders."

✓ 88%
bridge

"Enforcing the law/codes to maintain quality of life. Code enforcement should actually enforce violations."

✓ 71%
bridge

✓ % shows cross-group bridging score

Of everything we heard,

Growth & Infrastructure

emerged as the topic to talk about in the dialogue.

RELEVANT

Residents consistently engaged with this topic. Growth and infrastructure resonated strongly across all three opinion groups — making it the central question for Folsom's future.

ACTIONABLE

Permitting policy, developer agreements, infrastructure maintenance budgets, and zoning are core municipal levers the city can act on.

COMPLEX

Real trade-offs exist between accepting housing growth, requiring developers to fund their own infrastructure, preserving small-town character, and maintaining long-term financial health. Residents broadly agree the issue matters but disagree about how.

Running the Civic Dialogue

On June 24, 2026, 168 Folsom residents came together on Zoom to discuss policies the city should consider to address growth and infrastructure. Change.org specifically recruited a group that reflected the city in terms of age, sex, race, and political leaning.

The set of policy options they discussed was determined through research and conversations with practitioners. Participants were provided briefing material to ensure a more informed discussion.

Discussions were held primarily within small groups of 5-8 residents, over the course of three focused breakout sessions. Each session was focused on a different aspect of Folsom's growth and infrastructure. Residents were compensated for the time spent to participate in the surveys & dialogue.

UNDERSTANDING THE Bridging Score

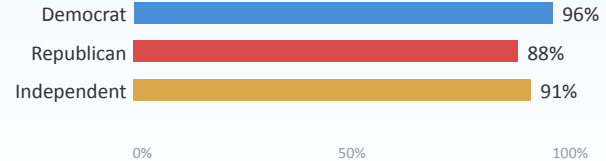
Update the fee schedule toward full cost recovery



After the Dialogue, we polled all participants on **specific policy positions** related to addressing growth and infrastructure derived from research on the topic.

88%

MIN. SUPPORT ACROSS GROUPS



We found the share of Democrats, Republicans, and Independents who supported each statement, then used the lowest of those as the “bridging score.” **This way, we identify policies that all groups significantly support.**

Principles to Guide Growth and Infrastructure Decisions

High-level directions the dialogue tested, shown with their bridge score (minimum support among political leanings)

New growth must pay its own full lifetime cost

Ensure new development comes with guaranteed revenue covering its full lifetime infrastructure, maintenance, and service costs.

96%

D 96
R 100
I 97

Attract the amenities residents want — the right way

Attract the restaurants, shops, and services residents want, prioritizing infill over sprawl — with each project showing it covers the costs it creates.

91%

D 100
R 95
I 91

Spend more now to catch up on the backlog

Spend more to catch up on the maintenance backlog already owed, because deferred repairs only get more expensive.

80%

D 89
R 80
I 82

New revenue — but only after an audit proves the gap

Pair any new revenue with a binding precondition: an independent budget audit and line-item dashboard published first.

73%

D 85
R 73
I 85

Short-term debt for urgent repairs

Where a repair is urgent and delaying it would cost far more later, use limited, short-term debt to fix it now.

53%

D 53
R 54
I 56

Policy Recommendations for Growth & Infrastructure

All Policy Recommendations shown alongside their bridge score: the minimum support across all groups

Prioritizing Investment

Published infrastructure priority stack	88%
Published road repaving schedule	74%
Minimum maintenance budget	73%
Facility Condition Assessment + dashboard	70%

Growth Covering Its Costs

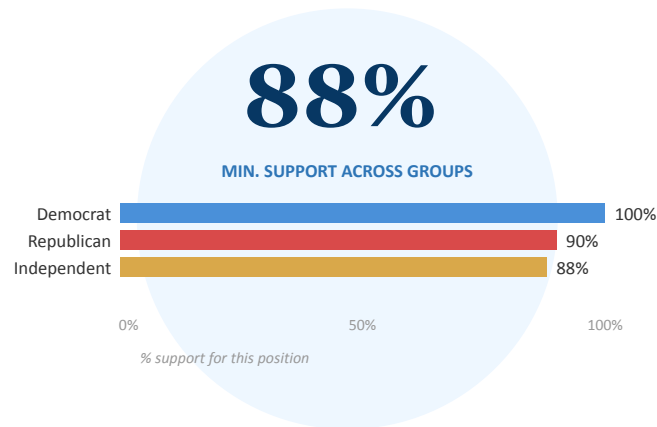
Update fee schedule to full cost recovery	88%
Long-horizon cost projections at approval	85%
Services-tier on new CFDs	85%
Inventory underused, already-served land	74%
Tie housing approvals to commercial	68%

Revenue for Infrastructure

Local small-business retention strategy	79%
Public-private partnerships & sponsorships	74%
Raise hotel tax (8% → 10–12%)	71%
Half-cent (0.5%) sales tax	68%
Targeted econ-development incentives	68%

#1 Publish the infrastructure priority stack

Publish the ranked list and methodology city staff already use to weigh competing maintenance and capital projects — life-safety risk, asset condition, service disruption, and cost — not just which projects get funded.



Why Folsom residents support this:

"What I'm looking for is a prioritized list, effectively a Pareto that says what the items are. Here's the most common, all the way down to the least common. And also an impact analysis that says, what happens if I get this done? What happens if I don't get this done? And what is the cost?"

— Male, age 65+ (Republican)

If you have this one list, it's prioritized — the impact, the costs, the trade-offs — you understand how you're spending money."

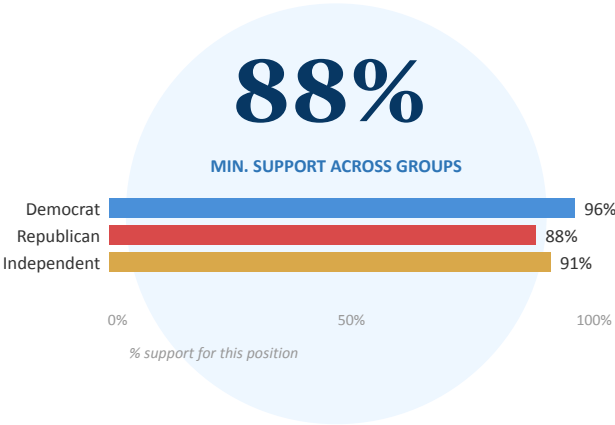
— Male, age 65+ (Republican)

"The average resident needs that transparency, because most people don't know where the money is going. That third option would lay it out in a way that's pretty easy to read."

— Male, age 18-24 (Democrat)

#2 Update fee schedule toward full cost recovery

Make sure development and permit fees actually cover what the service costs the city, so existing residents stop subsidizing developers and applicants — never charging more than the documented cost of providing the service.



Why Folsom residents support this:

“Does kind of strike me as odd that the permit fees for development don't cover the cost of doing the permitting. That seems a little strange. I mean, it doesn't need to be like a profit-making business, but it does seem like the city should be recouping its losses at least.”

— Female, age 25-39 (Democrat)

“I've worked in public service and passed ordinances before, and I've always made sure they're net neutral, where the permit fees cover the cost of inspectors and whatever staff need to go do the work. So I think it's very realistic, and there's precedent that that happens elsewhere.”

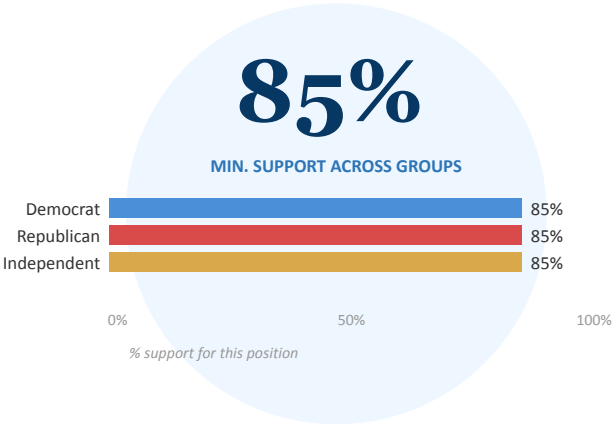
— Female, age 25-39 (Democrat)

“If we're not recovering the full cost of whatever this fee is providing, then that fee needs to go up.”

— Male, age 65+ (Democrat)

#3 Require long-horizon cost projections at approval

Before the council approves any major new project, require a written 20–30 year forecast of what it will cost the city to operate, maintain, and eventually replace what is built — with a longer horizon for water and sewer.



Why Folsom residents support this:

"I was looking at this option that I like, which is really good cost projections on the maintenance on different projects."

— Female, age 65+ (Democrat)

"If they hadn't done a 20-to-30-year cost projection before approval for any new builds — that seems very obvious."

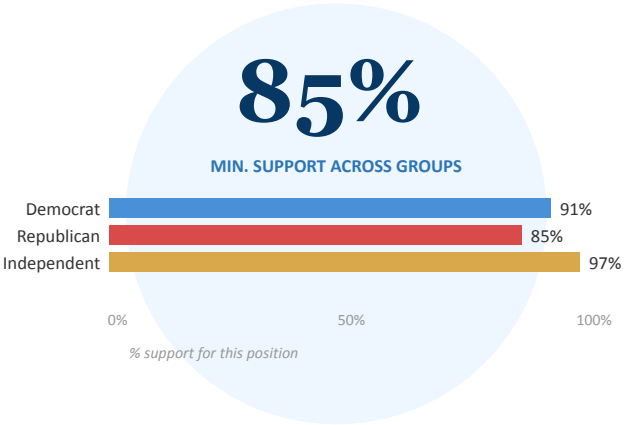
— Female, age 25-39 (Democrat)

"Requiring those projections would prevent the backlog from growing and keep it more manageable."

— Male, age 40-65 (Republican)

#4 Services-tier on new Community Facilities Districts

Make it the default in the development-agreement template that every developer-built park, trail, or landscaped median comes with a dedicated annual funding source to maintain it — so the city does not inherit the maintenance bill unfunded.



Why Folsom residents support this:

“New developers, they have the agreement — it doesn’t help with the maintenance, but at least it would help going forward. That they build that in as part of their development, that they fund their own annual maintenance funding for whatever parks or trails or whatnot go into that area.”

— Female, age 40-65 (Democrat)

“I like that one. I think it makes sense to me that a developer would have their own maintenance funding, so the city doesn’t have to pay for it.”

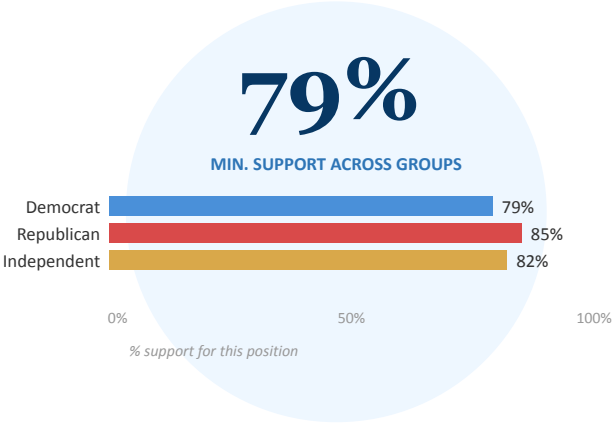
— Female, age 40-65 (Democrat)

“It’s like, if they’re going to build it, it needs to be built into the plan that it’s going to be maintained, so that further backlog doesn’t happen.”

— Female, age 40-65 (Independent)

#5 Adopt a local small-business retention strategy

Reduce permitting barriers, create a small-business incubator program, and offer targeted incentives in key districts — to keep locally owned businesses open, grow the sales-tax base, and strengthen the community.



Why Folsom residents support this:

“Small business retention is like community character retention.”

— Male, age 40-65 (Republican)

“I like the small business retention. Even though it won't have a yield, I do think it's important to invest in small businesses and make sure corporations aren't edging them out.”

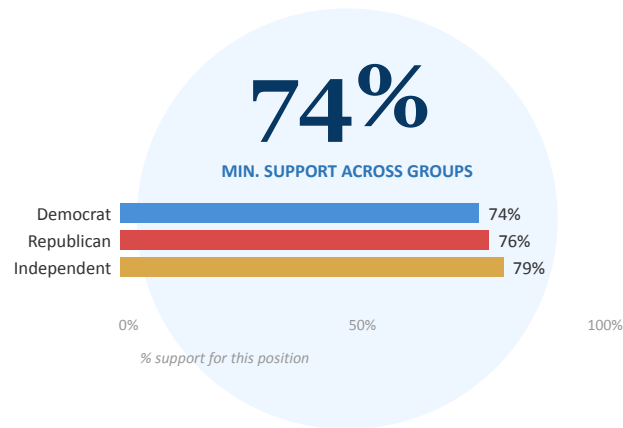
— Female, age 25-39 (Democrat)

“The only reason I support that is because when I think about going to shop in old Folsom or the Palladio, it actually does influence whether or not I go — when I see a bunch of shops open or not.”

— Female, age 40-65 (Republican)

#6 Publish a road repaving schedule

Publish a multi-year, street-by-street pavement repair calendar tied to engineering condition data, so any resident can look up their street and see when it is scheduled.



Why Folsom residents support this:

"The road repaving schedule is the easiest one the city can do. It's not costly, and it's easy to maintain the roads. That will save a lot in terms of car maintenance and people's lives. It's the lowest cost and the highest benefit for the city."

— Male, age 40-65 (Democrat)

"I agree that publishing the schedule is the easiest thing to do. And I think it makes sense, so people know when their street is going to be repaved and they don't keep asking or feel in the dark."

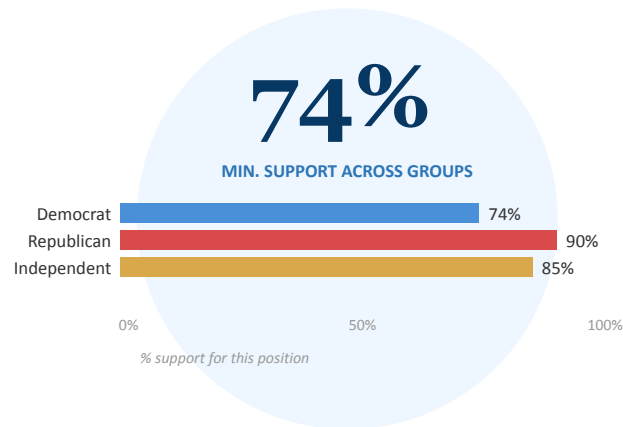
— Male, age 40-65 (Independent)

"I'd like to see a schedule of what they're going to fix and when."

— Female, age 40-65 (Democrat)

#7 Take inventory of underused land Folsom already has

Take inventory of underused, already-served land to identify where commercial uses could be added — generating tax revenue without new sprawl.



Why Folsom residents support this:

"I would go back to the commercial discussion, with the land that we own, because there's a lot of good high-tech companies in the city, in the Bay Area, and in LA that are looking for room to expand."

— Male, age 40-65 (Independent)

"I think it'd be good to develop underused land if it's an eyesore — if it would look better to have businesses there."

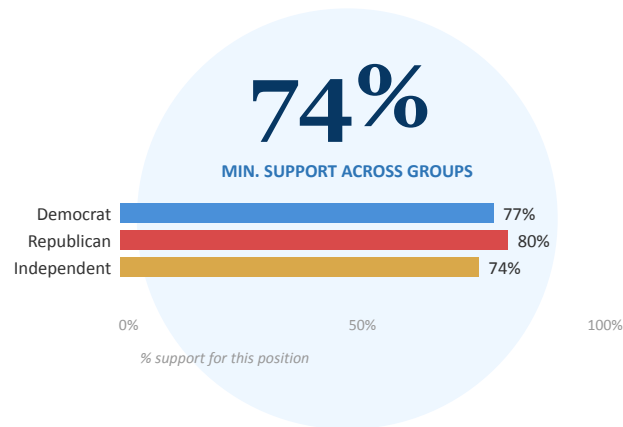
— Female, age 40-65 (Independent)

"I'd love to see the whole Intel campus get revitalized, and other underused land put to better use."

— Male, age 25-39 (Independent)

#8 Public-private partnerships and corporate sponsorships

Launch a formal sponsorship and naming-rights program for parks, trails, courts, and facilities to help fund maintenance — with no vote and no new tax.



Why Folsom residents support this:

"I personally would be totally fine if some companies wanted to sponsor parks and have naming rights — as long as it's done tastefully."

— Male, age 25-39 (Democrat)

"I'm all for the sponsorship and naming rights. I think all the political people ought to be removed from the names of the parks and let it go to sponsorships."

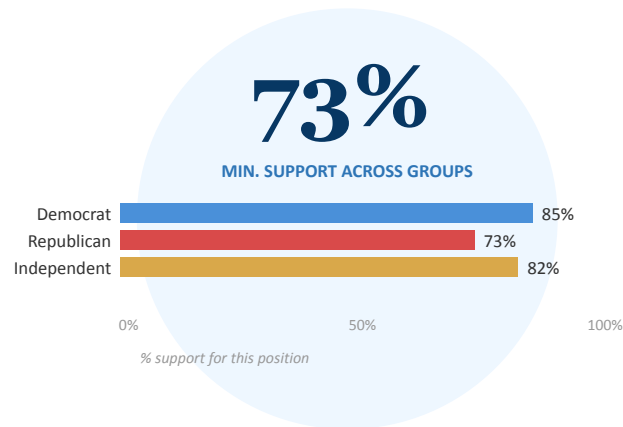
— Male, age 65+ (Republican)

"I'm thinking, for sure, sponsorship and naming rights is something I would want for parks and trails and potentially facilities."

— Female, age 40-65 (Republican)

#9 Adopt a minimum maintenance budget

Adopt a formal council resolution guaranteeing a minimum maintenance budget every year — a fixed reinvestment floor (about 2% of the city's asset value) phased in over time, to keep infrastructure in sufficiently good condition.



Why Folsom residents support this:

"I kind of like that idea. It's kind of separate from all the other issues, just because it establishes a floor — and then maybe that puts enough pressure on the whole system that when they deal with the budget each year, they have to actually start solving some of these problems."

— Male, age 65+ (Democrat)

"I think it would also outline the fact that we need a minimum maintenance budget in the first place. People would see all this information and then see — oh, we actually need to allocate this money over time to keep reinvesting in what we've already built."

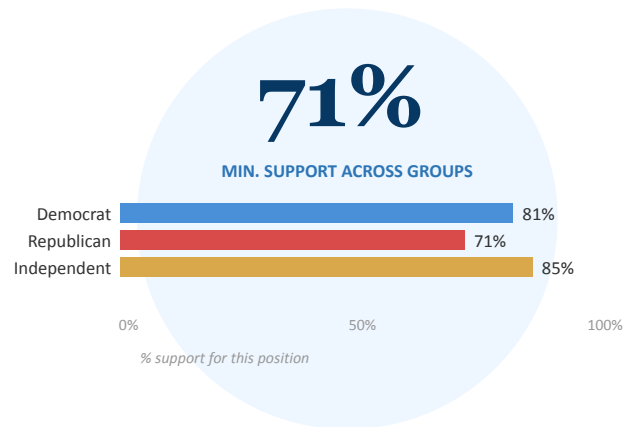
— Male, age 18-24 (Democrat)

"The audit and the minimum maintenance budget — those two options stood out as the most helpful to get that trust back, for residents to understand where the money's going."

— Female, age 40-65 (Democrat)

#10 Raise the transient occupancy (hotel) tax

Raise the existing hotel tax from 8% to 10–12% and tighten enforcement — an added \$1–3.65M annually, paid largely by visitors rather than residents.



Why Folsom residents support this:

"I'm fully on board with that. It'll generate a lot of revenue, especially with how popular Folsom hotels are."

— Male, age 18-24 (Democrat)

"The hotel tax is paid by visitors, not by us — so do a little more on the hotel side."

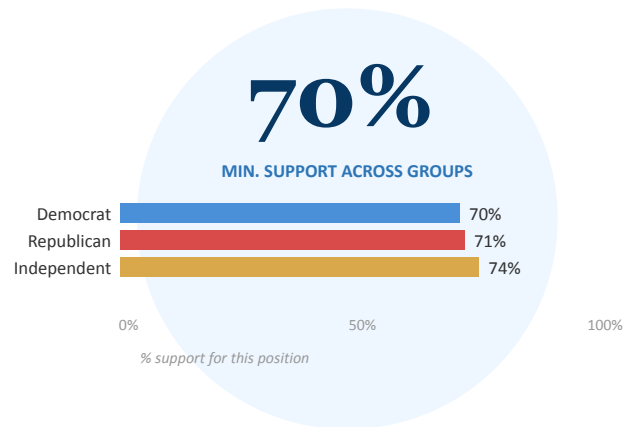
— Male, age 40-65 (Republican)

"Definitely they could go from 8 to 10% to bring in a little bit more revenue. It wouldn't hurt."

— Female, age 40-65 (Republican)

#11 Publish a Facility Condition Assessment + dashboard

Commission a formal engineering inventory of every city-owned building, park, street, trail, bridge, and storm drain — rated good/fair/poor with replacement costs and timelines — published on a public website residents can look up.



Why Folsom residents support this:

"What I really like is that I know they've done some assessments, but it seems like they really need to do an assessment of everything — what the replacement costs truly are — so that people can understand that, and what the timelines could be, and then put it somewhere where we can all see it, like on the website."

— Female, age 65+ (Democrat)

"I think it's a really good idea to have the assessment performed. I know it's going to cost a little more money just to have it, but having an actual professional independently come in and assess everything would be a much better goal — everything basically mapped out and detailed, so everybody can know what exactly is needed."

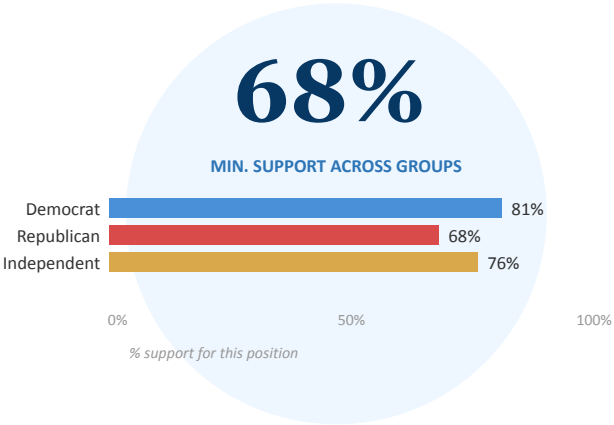
— Female, age 25-39 (Democrat)

"I think this could be a rare example of spending money that could save money in the future. Because if you can identify issues before they become big and expensive to repair, it might end up paying for itself."

— Male, age 40-65 (Republican)

#12 Tie residential approvals to commercial milestones

Require developers to deliver the promised commercial and jobs first, before later housing phases are approved, so Folsom gets the revenue-generating side of growth.



Why Folsom residents support this:

“If you do it in a pragmatic fashion, like what we talked about — you put the business or the retail before you start working on the residential, so that you’ve got some form of revenue you’re guaranteed to bring in.”

— Male, age 65+ (Republican)

“I agree we need to kind of push back and say no. We need to require these developers to commit to this first.”

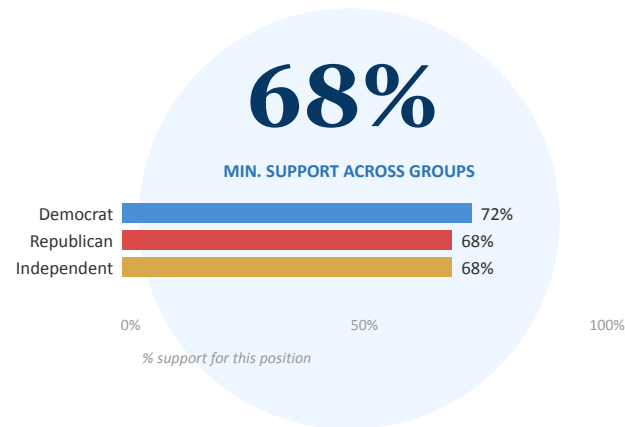
— Female, age 40-65 (Republican)

“I kind of like the option that says tie housing phases to commercial jobs delivery.”

— Female, age 40-65 (Republican)

#13 A half-cent (0.5%) sales tax

A half-cent sales tax with named projects, citizens' oversight, and published audits — so visitors and outside shoppers help pay for the maintenance backlog, not just Folsom homeowners (about \$14M annually).



Why Folsom residents support this:

"If it had a half-cent sales tax with a 5- or 10-year sunset clause, I think people could get behind that just to clean up the backlog and park maintenance."

— Male, age 65+ (Republican)

"I don't like to pay more taxes, but if that's going to actually go towards something beneficial, then I'd consider voting for it."

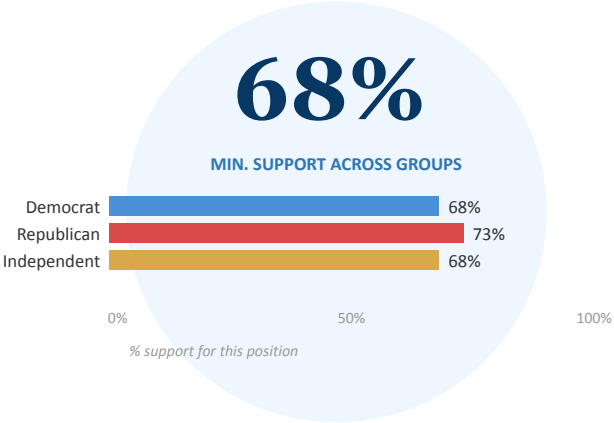
— Male, age 25-39 (Democrat)

"A more successful approach might be a time-limited half-cent sales tax for about 10 years, so they can figure out how to pay for those looming maintenance issues."

— Female, age 65+ (Democrat)

#14 Targeted economic development incentives

Use fee credits, expedited permitting, or infrastructure commitments to attract commercial and employment uses on already-served land — which generate tax revenue without new roads or utilities.



Why Folsom residents support this:

"It's been working really well in the city of Rancho. I have several friends who do business there, and they said Rancho is very business-friendly. Wish Folsom would think like that too. I think that could help."

— Female, age 40-65 (Independent)

"I think we ought to really work with a team of people to go out and recruit some of those businesses to take a look at building in Folsom, because that's going to be a money-maker."

— Male, age 40-65 (Independent)

"I think that's a potential way we could expand — making it more friendly to businesses and then growing that revenue, too."

— Female, age 25-39 (Democrat)

TRADE-OFFS — WHERE TO SPEND FIRST

Folsom can't fund every infrastructure need at once. Residents ranked these from the city's highest to lowest priority.

#1 Replacing aging water and sewer lines
RANKED PRIORITY

Ranked by priority for each group (1st = top priority)

		Overall	Dem	Rep	Ind
1	Replacing aging water and sewer lines	1st	1st	1st	2nd
2	Keeping parks, trails, and recreation facilities in operation	2nd	2nd	2nd	1st
3	Resurfacing and pothole repair on existing neighborhood roads	3rd	3rd	3rd	3rd
4	The U.S. 50 / Empire Ranch Road interchange	4th	4th	4th	5th
5	Traffic / congestion improvements on existing corridors	5th	5th	5th	4th
6	The Oak Avenue overcrossing on US-50	6th	7th	6th	7th
7	Sidewalk and ADA accessibility repairs	7th	6th	7th	6th

TRADE-OFFS — THE NEXT DOLLAR

If the city secures \$1 million in new annual revenue, residents ranked these uses from most to least important.

#1
RANKED PRIORITY

Catching up on deferred maintenance of existing parks, trails, roads, and facilities

Ranked by priority for each group (1st = top priority)

		Overall	Dem	Rep	Ind
1	Catching up on deferred maintenance of existing parks, trails, roads, and facilities	1st	1st	1st	1st
2	Building new road and traffic infrastructure growth requires (e.g. the Empire Ranch interchange)	2nd	2nd	2nd	2nd
3	Restoring operating services cut recently (such as Engine 38)	3rd	3rd	3rd	3rd
4	Strengthening operating reserves (now at 20%, about \$25M)	4th	4th	4th	4th

Now that we're done, **What's Next?**

- We've already shared these results with Mayor Raithel and team, who will be using this information to inform his priorities for growth and infrastructure for the city.
- The data from both phases – all of the ideas, votes from Phase 1 plus recommendations from the Civic Dialogue – will be available at www.ideasforchange.org/folsom.

Thank you!

To Mayor Raithel, his office, all our community partners, and every person who shared their ideas and enthusiasm throughout this process.

If you have any questions, reach out at info@ideasforchange.org.

Attachment 2

Folsom Growth & Infrastructure — Proposed Workplan

Prepared by Change.org from the June civic dialogue (168 residents) and the follow-up review with Mayor Raithel and City Manager Whitemyer. This lays out the policies with the strongest community support, how we'd prioritize them, and how we propose supporting the city on each.

How we propose working with you

Think of us as seconded staff — a supporting agency to the city's infrastructure and fiscal-sustainability work. We're here to take work off your plate, not to drive decisions or represent the city. Concretely that looks like:

- **Research:** peer cities, precedent ordinances, and what has worked elsewhere
- **Policy writing:** draft ordinances, model language, and evidence pieces for staff and council
- **Coalition building:** helping line up the support a policy needs to move, where that's useful

How we prioritized

We stack-ranked the policies with resident consensus against three criteria. The city's authority to implement and pace lead the ranking; materiality breaks ties. The order sequences the most implementable, near-term measures first, then works through the remainder.

Criterion	The question	How we read it
City's authority to implement	Does the city have the authority to act on its own?	How directly the city can implement without relying on a third party. Policies within the city's sole authority, with a clear vehicle, rank higher than those requiring an outside partner, the legislature, or a ballot.
Pace	How quickly can it be implemented?	How soon the policy can reach implementation. Measures already in motion or needing only near-term research rank higher than those needing a ballot, a fee study, or a multi-year build.
Materiality	How much impact would it have?	How much the policy would move Folsom's fiscal sustainability and maintenance condition. Targeted, lower-cost fixes still rank when they are fast and clean, with greater weight to the higher-impact levers.

Priority 1: Provide support on implementation

Policy	Bridge / support by group / criteria	How it gets done (vehicle)	How Change.org would support this
1. Publish the infrastructure priority stack Publish the ranked list and methodology staff already use to weigh competing maintenance and capital projects (life-safety risk, asset condition, service disruption, cost) — not just which projects get funded.	88% bridge Dem 100% Rep 90% Ind 88% Authority: High Pace: High Materiality: Med	Administrative Staff publish the existing ranked list and criteria; no ordinance or vote required.	• Provide peer examples of published capital-prioritization criteria to benchmark against, including examples of criteria for rating different types of assets • Draft the methodology write-up and backup documentation the city flagged as the remaining gap • Prototype the published format, adapting a peer model to Folsom's existing ranked list • Support information sharing end of 2026 / early 2027 • Benchmark how Folsom's maintenance investment compares to other cities with similar infrastructure
2. Publish the road repaving schedule	74% bridge Dem 74% Rep 76% Ind 79%	Administrative	• Provide peer examples of published road repaving schedules

Policy	Bridge / support by group / criteria	How it gets done (vehicle)	How Change.org would support this
A multi-year, street-by-street pavement calendar tied to engineering condition data, so any resident can look up their street and see when it is scheduled.	Authority: High Pace: High Materiality: Med	Staff publish the pavement-management schedule; already under way.	Draft the resident-facing lookup format so any resident can find their street, adapting a peer model to Folsom
3. Adopt a local small-business retention strategy Reduce permitting barriers, create a small-business incubator, and offer targeted incentives in key districts — to keep locally owned businesses open, grow the sales-tax base, and strengthen the community.	79% bridge Dem 79% Rep 85% Ind 82% Authority: High Pace: Med Materiality: Med	Administrative / economic-development program Staff-run program; council appropriation if incentives are funded.	- Research small-business retention and incubator models and their sales-tax payback - Draft a proposal for the City for small-business retention, building on data on what works
4. Public-private partnerships and corporate sponsorships A formal sponsorship and naming-rights program for parks, trails, courts, and facilities — funding maintenance with no vote and no new tax.	74% bridge Dem 77% Rep 80% Ind 74% Authority: High Pace: High Materiality: Low	Administrative / council sponsorship policy Staff run it under a council-adopted sponsorship/naming-rights policy.	- Identify best practices and indicative rates for similar naming rights / sponsorship programs - Draft a model council sponsorship and naming-rights policy adapted from peer cities for staff to tailor
5. Targeted economic-development incentives Fee credits, expedited permitting, or infrastructure commitments to attract commercial and employment uses on already-served land — revenue without new roads or utilities.	68% bridge Dem 68% Rep 73% Ind 68% Authority: High Pace: Med Materiality: Med	Administrative + council agreements Staff-negotiated agreements (e.g., sales-tax sharing); council approves specific deals.	- Research options for incentives and their relative efficacy and suitability for Folsom - Research the net fiscal return of peer sales-tax-sharing agreements and fee-credit structures - Draft a proposal for the City for a mix of options to implement

Priority 2: Revisit in three months

Policy	Bridge / support by group / criteria	How it gets done (vehicle)	How Change.org would support this
6. Services-tier on new Community Facilities Districts Make it the default in the development-agreement template that every developer-built park, trail, or landscaped median comes with a dedicated annual maintenance funding source, so the city doesn't inherit the bill unfunded.	85% bridge Dem 91% Rep 85% Ind 97% Authority: High Pace: High Materiality: High	Administrative / development-agreement template Staff embed the services tier in the standard development-agreement template.	- Create a rationale for future negotiators - Create a comparison of how peer development-agreements structure the dedicated maintenance funding source - Draft model services-tier language for the development-agreement template, adapted from peer agreements
7. Update fee schedule toward full cost recovery Ensure development and permit fees cover what the service actually costs the city, so	88% bridge Dem 96% Rep 88% Ind 91%	Fee study + council fee resolution	- Compile peer cost-of-service study scopes and cost ranges from comparable cities to provide a realistic benchmark - Based on those results, prepare a memo justifying investment in a new cost-of-service study

Policy	Bridge / support by group / criteria	How it gets done (vehicle)	How Change.org would support this
existing residents stop subsidizing applicants — never charging more than the documented cost of service.	Authority: High Pace: Med Materiality: High	A cost-of-service (nexus) study, then a council fee resolution.	- Draft the staff report and consultant RFP scope to commission the study - Draft a model council resolution for a cost-of-service nexus study - Draft a model council resolution for fee changes
8. Take inventory of underused land Folsom already has Identify where commercial uses could be added on already-served land, generating tax revenue without new sprawl.	74% bridge Dem 74% Rep 90% Ind 85% Authority: High Pace: Med Materiality: Med	Administrative Staff (with GIS) compile the inventory; no ordinance required.	- Research options for converting idle parcels to revenue uses - Prototype a first-pass GIS inventory from public parcel and zoning data as a starting point staff can validate and refine - Provide peer criteria for classifying “underused” land (e.g., improvement-to-land value ratios, vacancy, service coverage)
9. Facility Condition Assessment + public dashboard A formal engineering inventory of every city-owned building, park, street, trail, bridge, and storm drain — rated good/fair/poor with replacement costs and timelines — published on a public site residents can look up.	70% bridge Dem 70% Rep 71% Ind 74% Authority: High Pace: Med Materiality: High	Budget appropriation + procurement Council appropriation to commission the assessment, then build the public dashboard.	- Scope a tiered option: informal staff assessment first, formal engineering inventory where it matters most, to address the cost-vs-value concern - Research peer FCA costs and dashboard builds for a realistic budget range - Prototype a public dashboard mock-up from existing city asset data to make the end product concrete before any appropriation
10. Half-cent (0.5%) sales tax With named projects, citizens' oversight, and published audits, so visitors and outside shoppers help pay for the backlog, not just Folsom homeowners (~\$14M/yr).	68% bridge Dem 72% Rep 68% Ind 68% Authority: Med (council can place; voters decide) Pace: Low Materiality: High	Ballot measure Council places it; a general (unrestricted) tax needs a simple majority, a dedicated (special) tax two-thirds.	- Model options for structure (sunset, oversight, general vs. special) and the majority-vs-two-thirds trade-off - Research what moved comparable measures from loss to passage - Down the road: Prepare a plain-language "what changed since Measure G" evidence brief - Draft the full ordinance/measure package — half-cent rate, sunset clause, citizens' oversight board, published audits — as a ready-to-review starting point

Priority 3: Reassess in six months

Policy	Bridge / support by group / criteria	How it gets done (vehicle)	How Change.org would support this
11. Require long-horizon cost projections at approval Before council approves a major new project, require a written 20–30-year forecast of operating, maintenance, and replacement cost (longer for water and sewer).	85% bridge Dem 85% Rep 85% Ind 85% Authority: High Pace: Med Materiality: High	Council policy / resolution A council-adopted policy amending the project-approval checklist.	- Research peer examples of lifecycle-cost-at-approval policies and their templates - Create a model resolution amending the project-approval checklist - Create a fill-in forecast template

12. Minimum maintenance budget (reinvestment floor) A council resolution guaranteeing a minimum annual maintenance budget — a fixed reinvestment floor (~2% of asset value) phased in over time.	73% bridge Dem 85% Rep 73% Ind 82% Authority: High Pace: Med Materiality: High	Council resolution A council-adopted resolution setting the floor; phased in.	- Research peer floors including downturn off-ramps - Create a model resolution with an economic-hardship suspension clause
13. Raise the transient occupancy tax from 8% to 10–12% And tighten enforcement (~\$1–3.65M/yr). Incidence falls mostly on visitors.	71% bridge Dem 81% Rep 71% Ind 85% Authority: Low (near-term) Pace: Low Materiality: Med	Ballot measure General TOT needs a simple majority; dedicated needs two-thirds.	Create a revenue model timed to the TBID expiry (~6 years out); and a brief on how a TOT increase would sit alongside the existing TBID commitment

Appendix: policies that did not reach consensus

These came up in the dialogue but fell below the 60% bridge threshold, so they are not part of the proposed next steps.

- **Put genuinely dormant, unused city land to work (sale / long-term lease) — 53% bridge**
- **Pursue revenue-positive annexation — 44% bridge**
- **Independent line-by-line budget audit — 44% bridge**
- **Full-cent (1%) sales tax (~\$29M/yr) — 41% bridge**
- **Parks and maintenance fixed fee per property (\$100–\$300) — 38% bridge**
- **Property transfer tax (0.5–0.75%, ~\$3.5–5.25M/yr) — 37% bridge**
- **Stormwater study + dedicated drainage charge (\$2–5M/yr) — 35% bridge**
- **Citywide maintenance-and-services CFD (~\$500–700/yr median home) — 24% bridge**
- **Time-limited General Obligation bond (~\$247/yr on an \$800K home) — 28% bridge**

In addition, tie residential approvals to commercial/employment milestones reached 68% bridge, but as it is unlikely to be successful given development risk, it was held rather than actioned.

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to facilitate double-sided printing
and minimize paper use.*



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FOLSOM
DISTINCTIVE BY NATURE