

City of Folsom Strategic Planning City Council Workshop

February 16, 2023

9:00 a.m. to 3:30 p.m.
Library Meeting Room

Jan Perkins | Facilitator
Rick Haydon | Facilitator



CITY OF
FOLSOM
DISTINCTIVE BY NATURE



Welcome and Call to Order



Mayor Rosario Rodriguez



Comments from City Manager Elaine Andersen

- Focusing and setting priorities is essential to achieving results
- The Executive Team is committed to the community's success

Public Comments



Objectives for Today

Create consensus
about norms
for governing

Obtain Council's priorities
for the first two years
of the Strategic Plan

Obtain Council's input and
direction on the overall
Strategic Plan



Agenda

1

Discussion about Governance

2

Highlights of Input for Strategic Plan

3

Review Vision, Mission and Values

4

Discuss Overall Strategic Plan

5

Establish Council Priorities

6

Review How Progress Will Be Reported

7

Discuss How to Communicate the Strategic Plan to the Community

8

Wrap Up



Ground Rules for a Successful Session

Listen to
understand each
other's points
of view

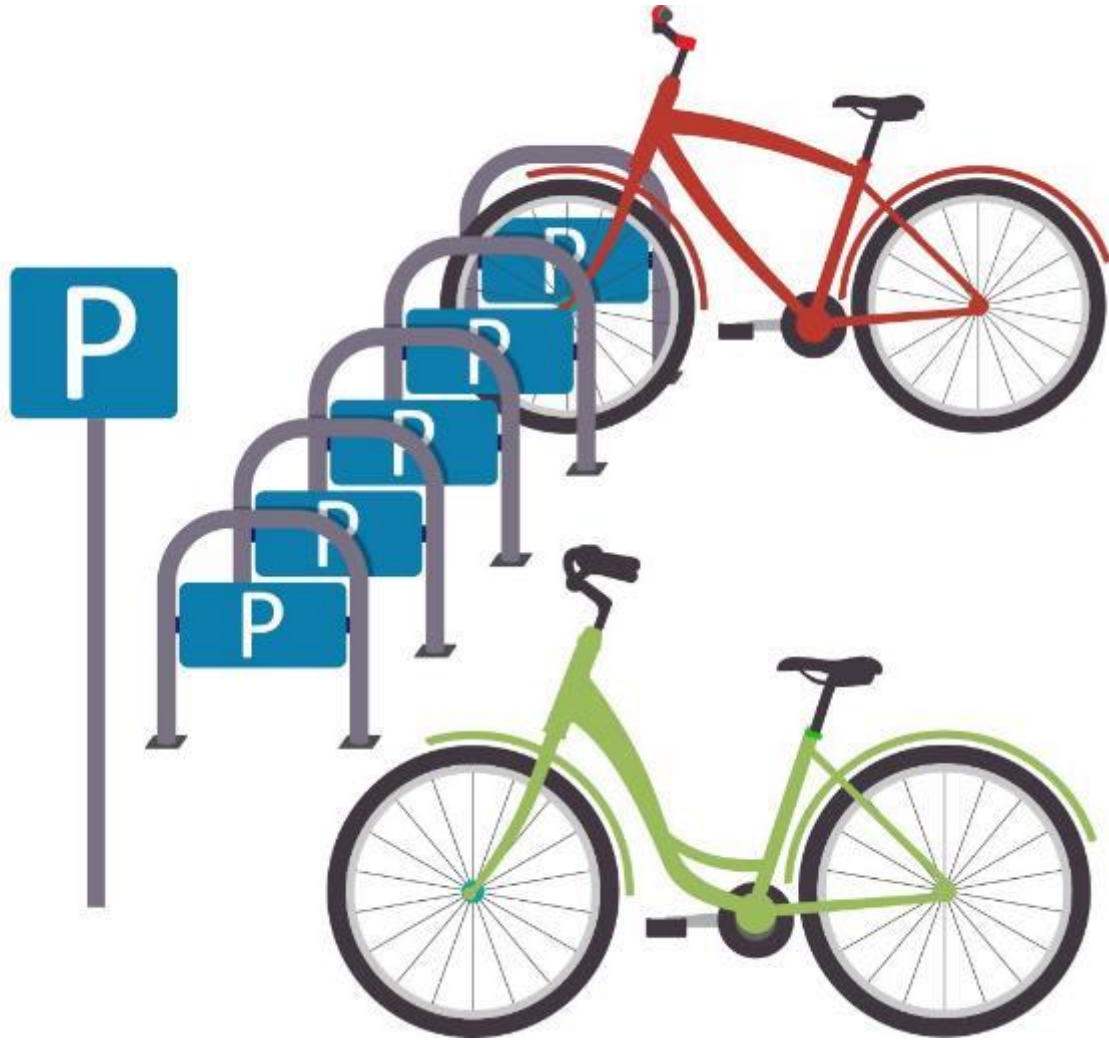
Engage
fully

Assume good
intent

Stay
focused



Bike Rack



Time
Management Tool

Items to discuss at
another time



Icebreaker



Serving the Community

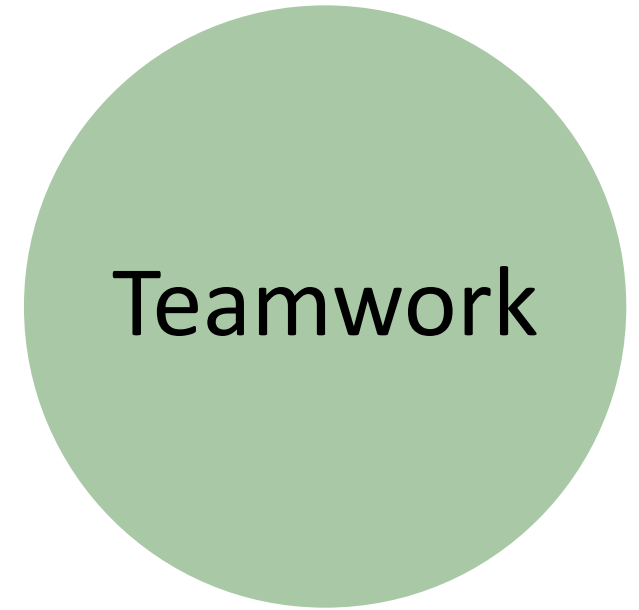


Most Productive When There is Alignment

The What



The How



Governance



Review best governing practices



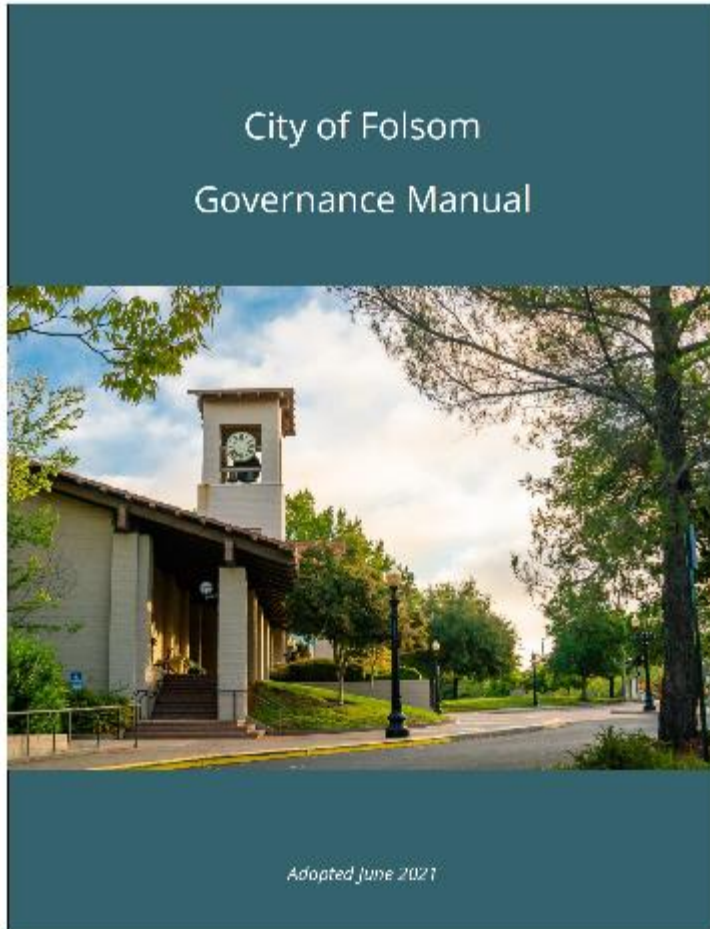
Review and clarify roles



Reach consensus on norms for governing



Overarching Principle



“The Folsom City Council is committed to good governance. Together, the City Council works as a cohesive unit to make decisions in the city's best interest. While individual Councilmembers each bring their unique background and expertise to their role as an elected official, it is only by working together rather than as individuals that the City Council can achieve the greatest good for the greatest number of people.”

Page 1 – Governance Manual



What Makes a Council Work Well?



Effective Councils

Unity of
Purpose

Clear Roles and
Responsibilities

Positive
Governance
Culture

Norms,
Protocols and
Policies

Institute for Local Government

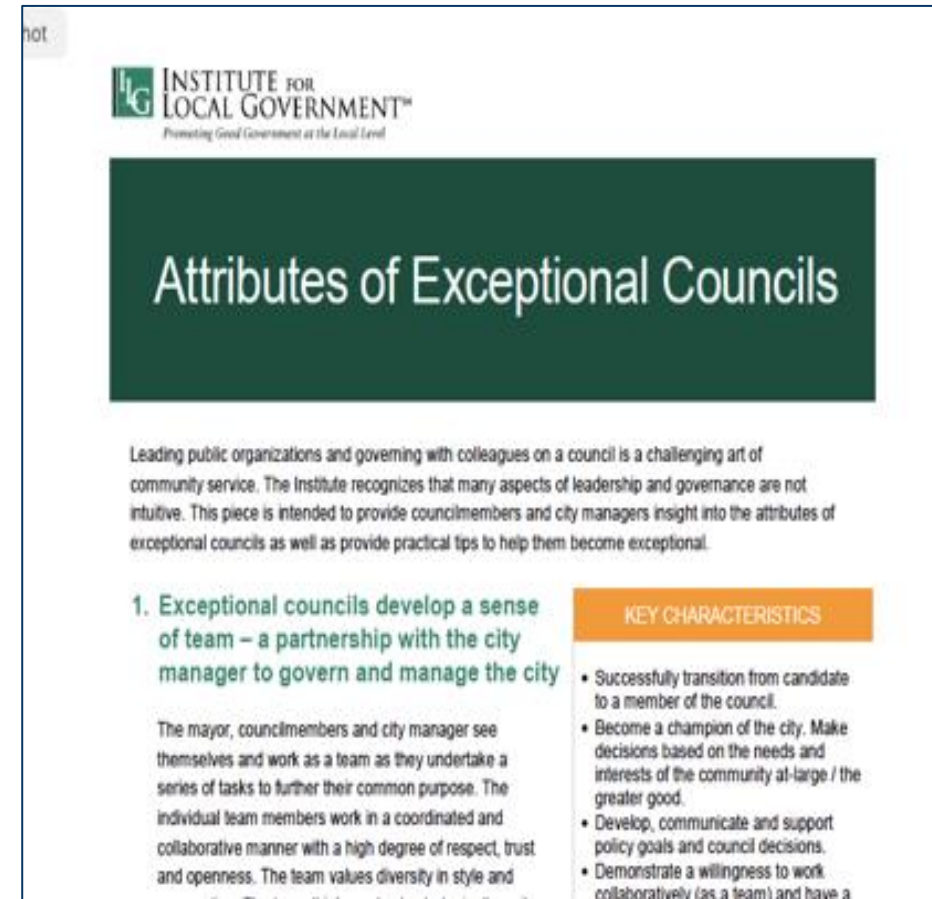


Exceptional City Councils

Institute for Local Government

1. Have a **sense of team**; a partnership with the city manager to govern and manage the city
2. Have **clear roles** and responsibilities that are understood and adhered to
3. **Honor the relationship with staff and each other**
4. Routinely conduct **effective meetings**
5. Hold themselves and the city **accountable**
6. Have members who practice **continuous improvement**

What resonates from this article?



hot

ILG INSTITUTE FOR LOCAL GOVERNMENT™
Promoting Good Government at the Local Level

Attributes of Exceptional Councils

Leading public organizations and governing with colleagues on a council is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide councilmembers and city managers insight into the attributes of exceptional councils as well as provide practical tips to help them become exceptional.

1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city

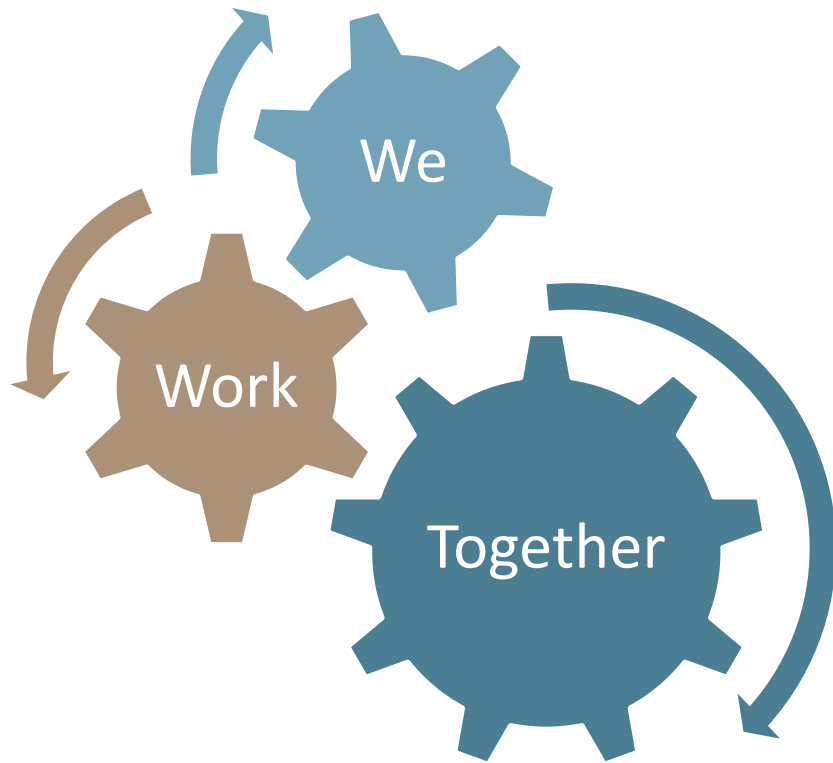
The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and

KEY CHARACTERISTICS

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the greater good.
- Develop, communicate and support policy goals and council decisions.
- Demonstrate a willingness to work collaboratively (as a team) and have a



Effective Governing is a Team Sport: Council and Staff Together



Getting the most accomplished is through teamwork as no one person can do it alone

Requires clear roles, cooperation, persuasion, compromise and commitment to relationships



Distinct but Complementary Roles



Council's Role

- Serves as legislative body
- Makes financial decisions based on long term interests of the city
- Establishes policies based on the overall interests of the community

City Manager's Role

- Oversees day-to-day municipal operations, crafts the budget, and implements and enforces the Council's policies and direction



Distinction of Policy vs. Administrative Roles

“Generally, governance is about **setting policy by defining what the organization will do**, and administration focuses **on how to do it.**”

“If the City Council discussion focuses on **long-term outcomes**, **it tends to be policy setting**; if it focuses on short-term objectives or incremental steps, it tends to be **administrative.**”

Page 3, City of Folsom Governance Manual



Key Responsibilities of City Manager

Council/Manager form of government is the dominant form in California

By design, the City Manager has significant responsibilities and authority

Examples

- Appointing and removing all employees
- Directing departments and staff (*Council may not direct staff, either formally or informally*)
- Preparing the budget for consideration by the City Council
- Keeping the Council fully informed about the City and future needs and making recommendations
- Providing for enforcement of laws, ordinances, etc.
- Attending and participating in Council meetings
- Preparing the Council agenda

No member of Council may interfere with the execution of the City Manager's powers and duties

Pages 4-5, City of Folsom Governance Manual



Effective Council - City Manager Teamwork

Makes for Good Policy and Solid Organizations

City Council

- Respect the professionalism of staff and assume good intent
- Be sensitive to the need to pace the organization
- Allow City Manager to translate policy interests and priorities to achieve action
- Refrain from directing staff, even informally
- Fix the problem not the blame to help create a “no blame” culture
- Do not criticize staff; if Councilmembers have concerns, bring them to City Manager privately

City Manager

- Carry out the role as chief executive; provide leadership to City staff and ensure accountability
- Be direct with Council
- Practice the “no surprise” rule
- Communicate equally with all members of Council
- Provide clear analysis and recommendations to Council
- Work to help Council see the “big picture” including impacts of policy positions

Best Practices from Institute for Local Government, League of California Cities, and International City/County Management Association



What Clarification About Roles Would Be Helpful?



Why Is Effective Governance and Teamwork Important?



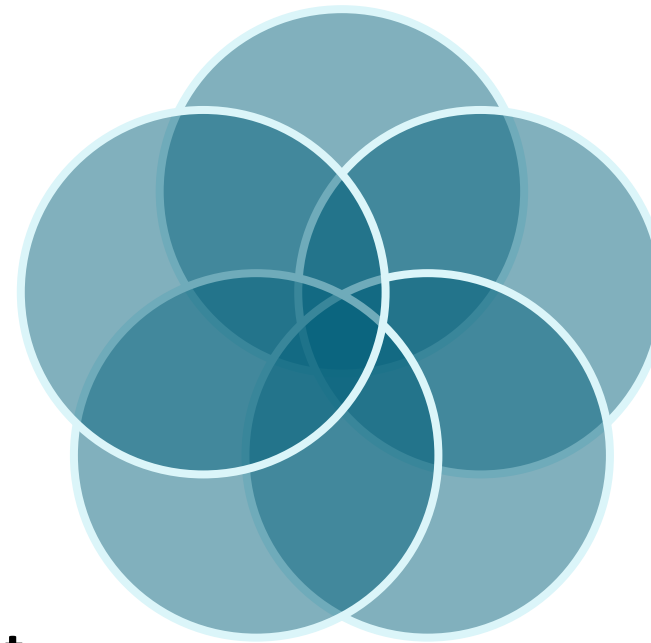
**Strategic
Direction and
Results**

**Regional
Influence**

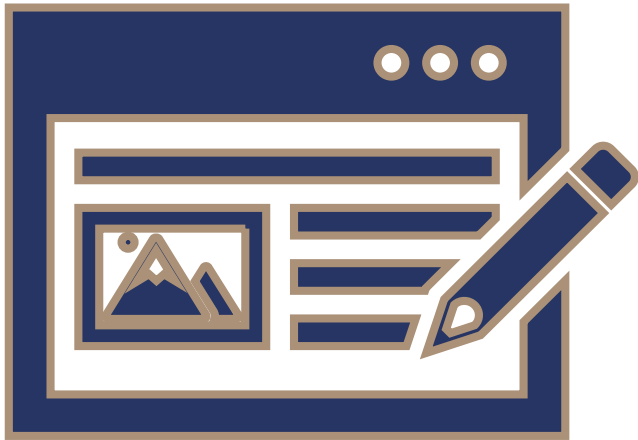
**Community
Image**

**Economic
Development**

Staffing



Council Discussion About Norms



- City Council's **Governance Manual** provides clear principles and practices for effective governance
- Many City Councils have a set of **adopted norms** that augment the Council Governance Manual; for instance any practices that are not specifically stated in the manual



Some Typical Council Norms

That Augment a Council Governance Manual

- 1) Maintain a **citywide perspective**, while being mindful of our districts.
- 2) Move **from I to we**, and from campaigning to governing.
- 3) Work together as a body, **modeling teamwork and civility** for our community.
- 4) Assume **good intent**.
- 5) Disagree **agreeably and professionally**.
- 6) Demonstrate **respect, consideration and courtesy** to all.
- 7) Share information and **avoid surprises**.
- 8) Keep **confidential** things confidential.
- 9) Respect the **council/manager form of government** and the roles of each party.
- 10) Communicate concerns about staff to the City Manager; **do not criticize staff** in public.
- 11) Utilize **long range planning** to provide big picture context that is realistic and achievable.

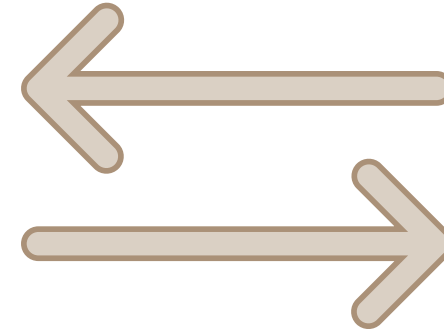
Would these be useful to have as Council norms?



Consensus on Norms



Do you **concur** with these typical norms?



What would you **change**?

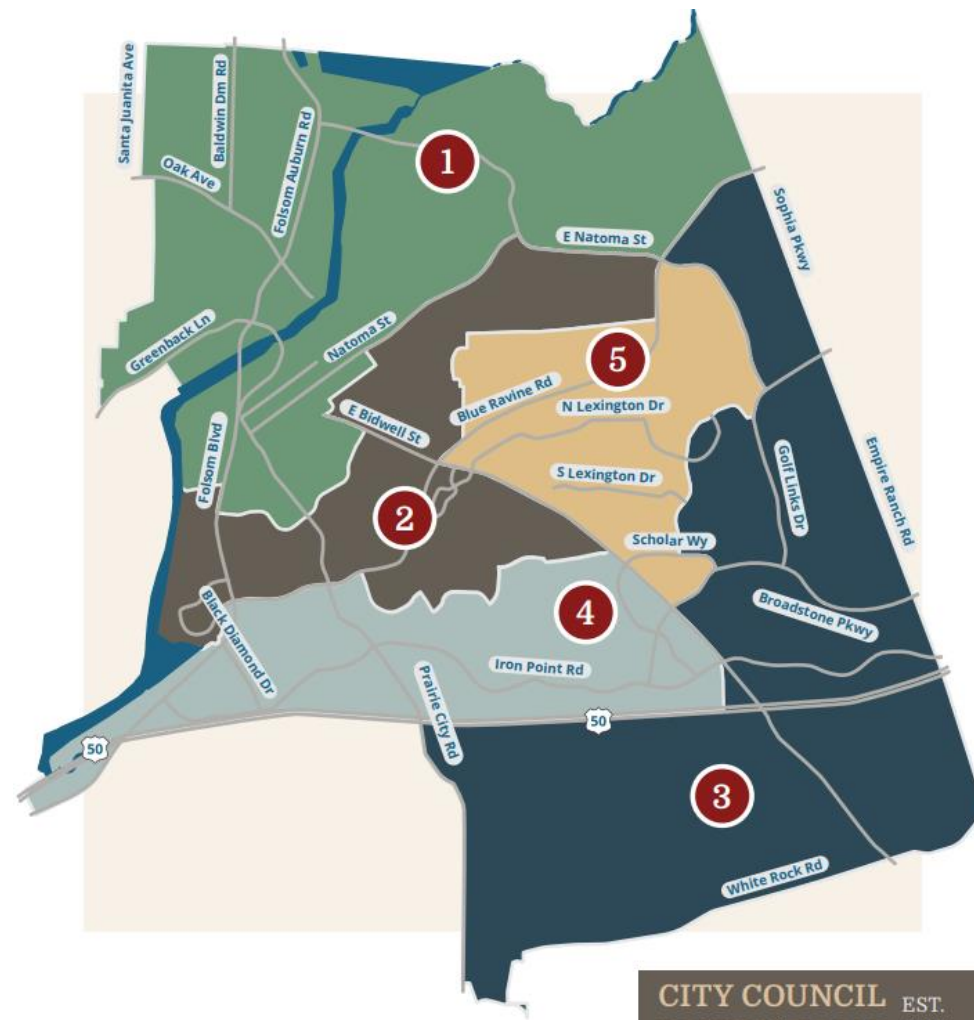


By-District Elections

What is the same in governing?

What is different?

What do we need to be mindful of?



CITY COUNCIL EST. 2022
DISTRICT MAP



Summary

We can get things done when everyone respects **each other** and our **roles**

- **Follow** the City Council's adopted **Governance Manual**
- Carry out our **respective roles** (each in our own lanes)
- Follow agreed upon **norms**
- Contribute to the “**care and feeding**” of the partnership
- Respect the **chain of command** and use established **processes**
- Commit to regular **training** and professional development



Stretch Break



Discussing Our Plans for the Future



What is a Strategic Plan?

A **Strategic Plan** is a **policy document** that:

- Establishes **vision** and **direction**
- Includes **major work efforts**
- Requires allocation of **resources**



A Strategic Plan **is not** a task list but is a policy document that moves the City forward in an intentional way



Elements of the Strategic Plan

Vision, Mission and Values

Key Council Priorities

Multi-Year Goals

Strategies

Implementation Action Plan



Information Gathered

Gap Analysis
Questionnaire
(Executive Team)

Council
Interviews
(Baker Tilly)

Environmental
Scan
(City Staff)

Community
Survey
(Godbe Research)

Business
Survey
(Baker Tilly and Staff)



Council Interviews Offered...



Key Accomplishments



Major Challenges



Priorities for the Future



Business Survey

- **Outreach through**
 - E-blast to business license holders
 - Choose Folsom/Chamber Commerce
 - Direct outreach to major employers in Folsom
- **125 responses**

Reflecting on the vision



Priorities

- Parks and trails
- Public safety
- City facilities

Strengths

- Access to parks, trails, open space and nature
- Safe community
- “Family-friendly” feel

Challenges

- Growth management
- Increased traffic
- Unhoused population



Community Polling Provides Good Information

Godbe Research and Folsom Listens Survey*

- **88.6%** of respondents are satisfied with the **quality of life** in Folsom
- **85.5%** of respondents are satisfied with the City's **provision of services**
- **63.7%** of respondents are satisfied with the City's **management of funds**

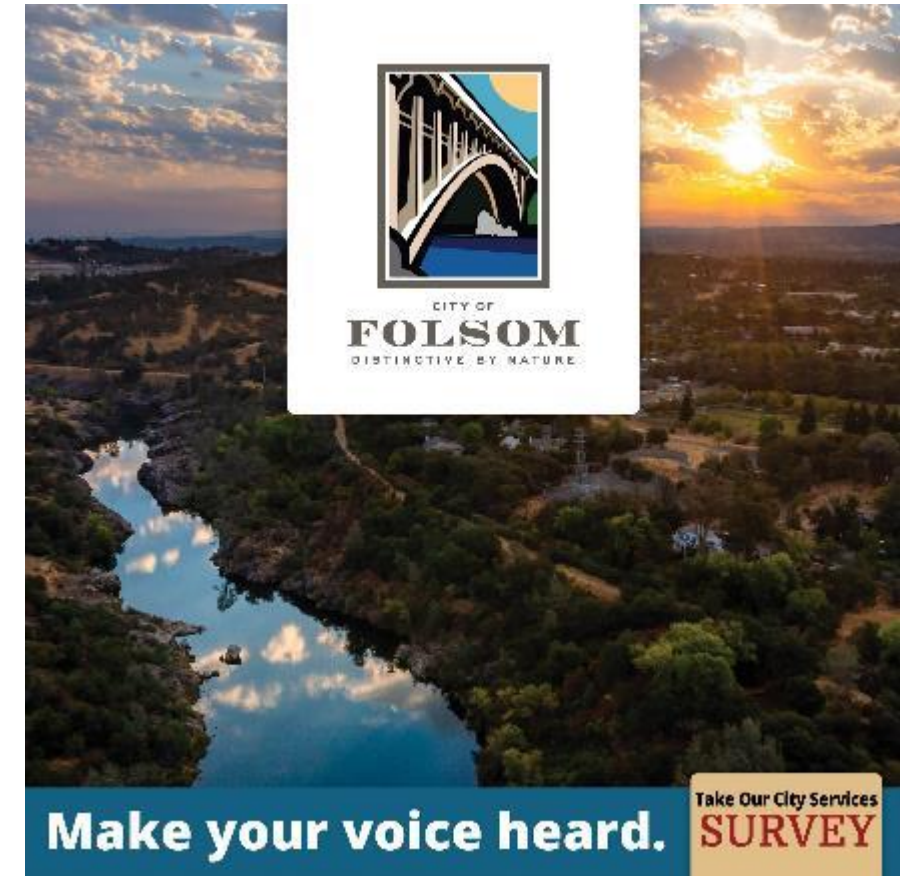
4,858 completed surveys received
12,750 individual comments received

Strengths

- Small town feel
- Access to parks, trails, open space and nature

Challenges

- Growth management
- Public safety and homelessness
- Affordable housing



**The response from Folsom residents was extraordinary—up to ten times higher than similar efforts have achieved recently in other California cities.*

- Clifford Moss consultant



Environmental Scan: Key Factors Affecting Folsom's Future Considered in Developing the Draft Strategic Plan



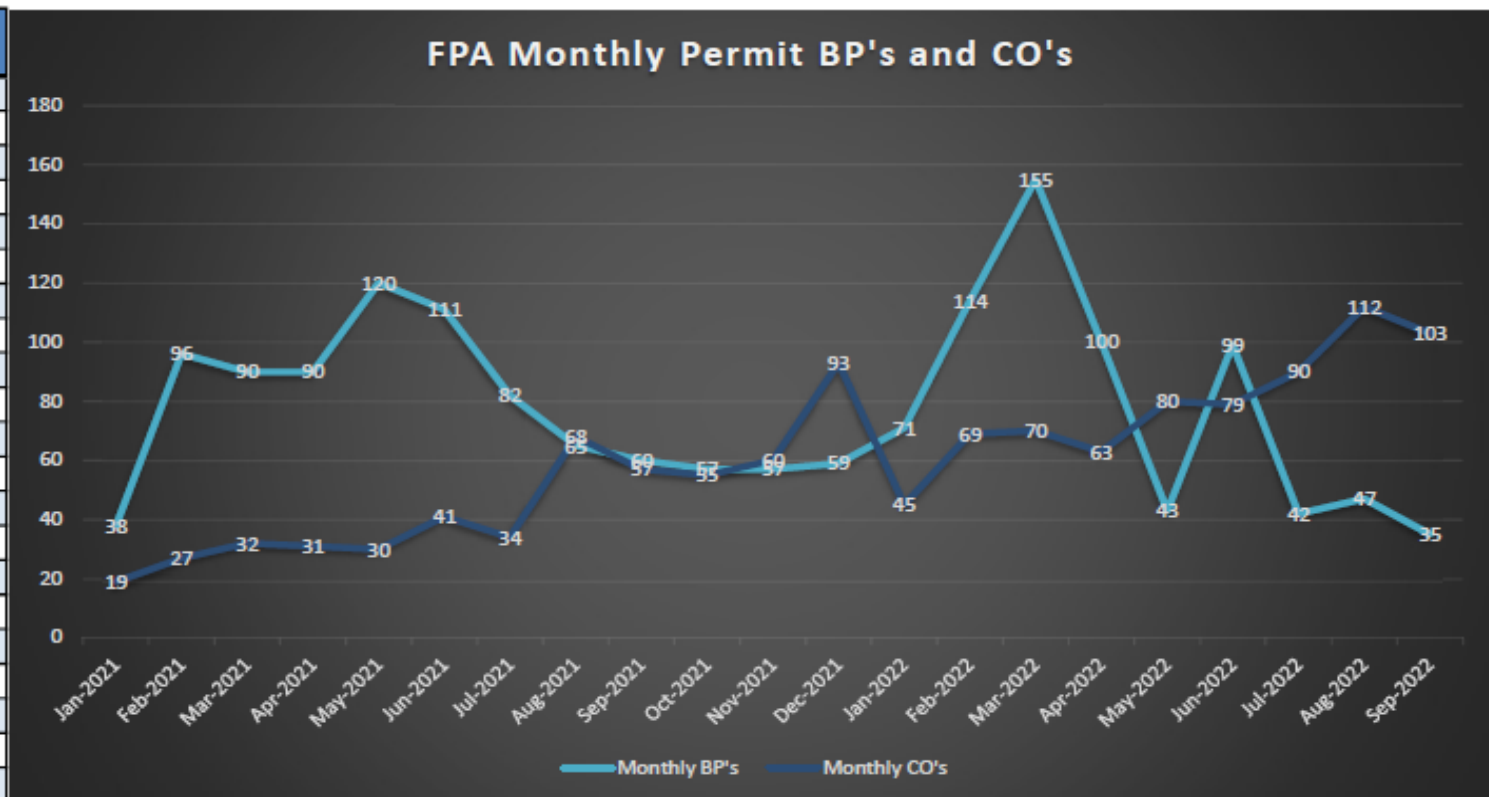
Employee Recruitment and Retention Is Impacting All Departments

- ***Retirements*** and the loss of institutional knowledge and history
- ***Recruitment and retention***
 - City does not look as attractive as it once did (salaries, benefits, retirement)
 - Competitive, if not greater, salaries of nearby agencies
 - Employee generational transition and respective values

Pace and Scale of Development Activity

Big swings in development activity throughout the City over the last five-year period creates economic uncertainty. The Community Development Department is challenged to adapt to fluctuations in planning, permitting, and inspections for housing and commercial projects.

Month	Total BP's	Total CO's	Monthly BP's	Monthly CO's
Jan-2021	892	580	38	19
Feb-2021	988	607	96	27
Mar-2021	1078	639	90	32
Apr-2021	1168	670	90	31
May-2021	1288	700	120	30
Jun-2021	1399	741	111	41
Jul-2021	1481	775	82	34
Aug-2021	1546	843	65	68
Sep-2021	1606	900	60	57
Oct-2021	1663	955	57	55
Nov-2021	1720	1015	57	60
Dec-2021	1779	1108	59	93
Jan-2022	1850	1153	71	45
Feb-2022	1964	1222	114	69
Mar-2022	2119	1292	155	70
Apr-2022	2219	1355	100	63
May-2022	2262	1435	43	80
Jun-2022	2361	1514	99	79
Jul-2022	2403	1604	42	90
Aug-2022	2450	1716	47	112
Sep-2022	2485	1819	35	103



Infrastructure and Public Works

External Factors and Funding Issues



- ***Regional growth will increase traffic volumes*** on City streets and impact maintenance and operations and could trigger need for additional transportation projects.
- ***Unfunded state mandates*** such as SB 1383 and fleet electrification impact staffing needs, vehicle purchases, and supporting infrastructure.
- ***Regional air quality attainment goals*** constrain our ability to qualify for or obtain funding for major transportation projects such as the Connector.
- ***Proliferation of electric vehicles*** and ridesharing has a direct impact on City gas tax revenues. State has failed to identify a means of taxing electric vehicles.
- As City approaches buildout south of 50, ***developer impact fees diminish***.
- County half-cent transportation sales tax has been a reliable revenue source but is ***insufficient to meet our needs***.

Environmental & Water Resources Challenges

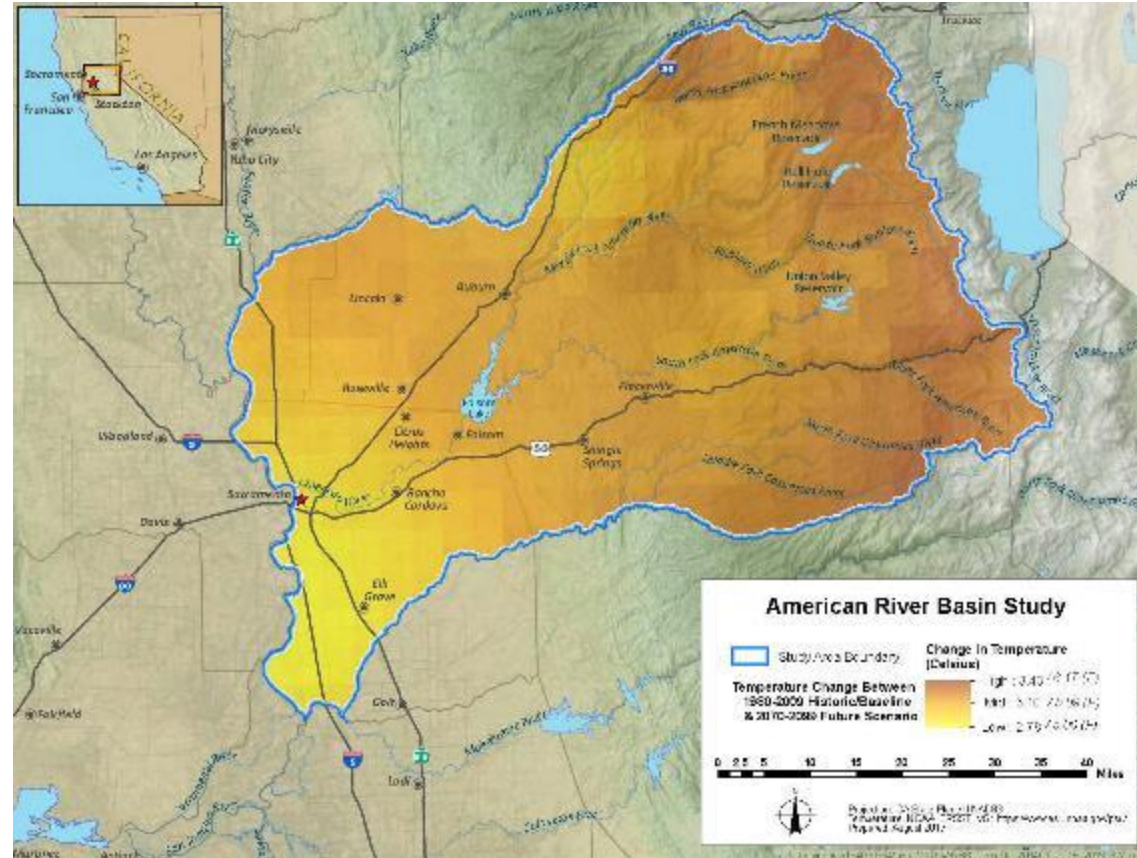
- **Climate change** impacts to water supplies.
- Implementing **water use efficiency requirements** adopted by the state.

Increase in temperature by year 2070 of up to:

Warm-Wet

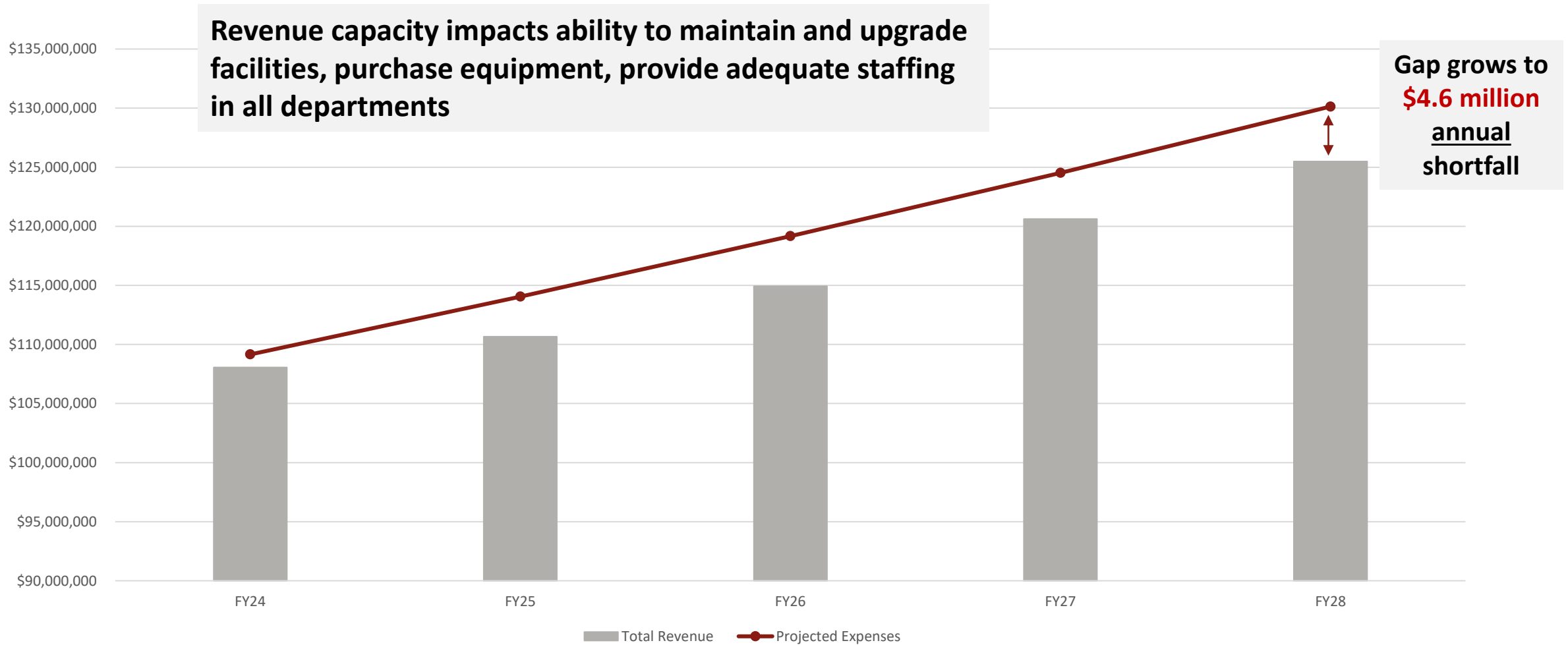
Central
Tendency

Hot-Dry

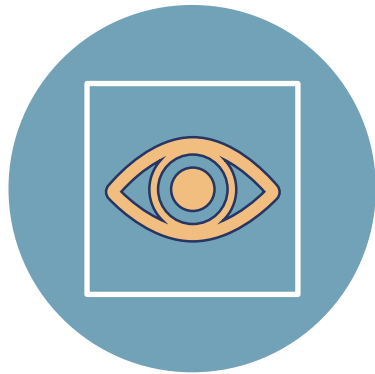


Future temperature is forecasted to rise faster in the upper watershed

Five-Year Forecast Shows a Growing General Fund Shortfall



Updated Vision, Mission, Values



VISION



MISSION



VALUES



Vision Statement

Vision Statement: About the Future

Current Vision Statement

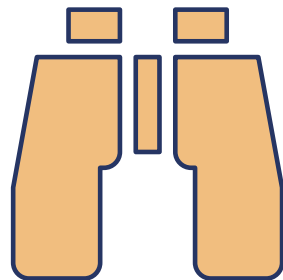
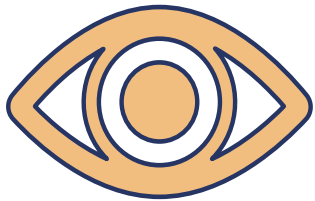
The City of Folsom strives to be a role model and regional leader that blends its rich historical roots and diverse recreational and business resources into a great community.

Proposed Vision Statement Options

A. The City of Folsom blends its diverse natural and recreational offerings, and a high level of public service into a great community.

OR

B. We champion the City's historic, natural, cultural, and business resources in service to the most desirable community in the region.



Select one of the vision statements



Mission Statement

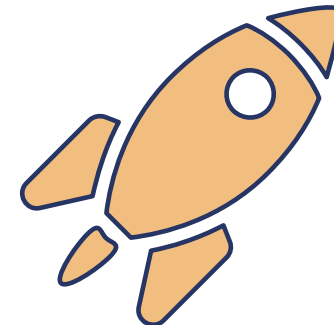
Mission Statement: About the Purpose

Current Mission Statement

The City of Folsom will provide 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.

Proposed Mission Statement

The City of Folsom delivers quality programs, services, and amenities to maintain and enhance a safe and vibrant community.

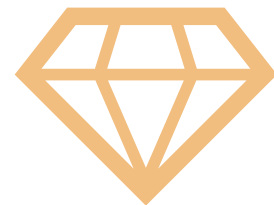
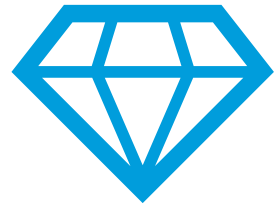


Values

- ❖ A set of values **drives the behaviors** of all members of the organization
- ❖ Ideally have **three to four** so they can be easily remembered

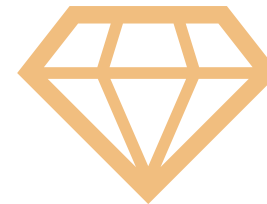
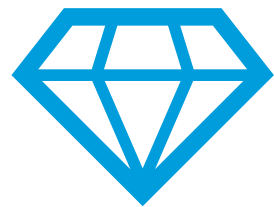
Current Values

- ❖ Innovation
- ❖ Integrity
- ❖ Professionalism
- ❖ Teamwork
- ❖ Trust and respect
- ❖ Workplace of choice



Proposed Revised 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.



A scenic view of a building with trees in autumn foliage and a lawn covered in fallen leaves. The text "Break for Lunch" is overlaid on a semi-transparent orange banner in the upper center of the image.

Break for Lunch

Council Input on Draft Goals and Strategies

- ❖ **Goal.** A brief statement of the desired outcome
- ❖ **Strategies.** Significant initiatives designed to move the City toward achieving the goal



Priorities from Council Interviews



Councilmembers Noted the Following Priorities

- 1. Address the City's finances (anticipated deficit, examine cost recovery, potential cost savings, etc.)*
- 2. Adequately staff our Police and Fire Departments*
- 3. Economic development (specific goals and added staffing)*
- 4. Complete the River District Master Plan, including relocating the City corporation yard*
5. More tourism focused on Lake Natoma (including art along the Johnny Cash trail)
6. Attract a technology park on the south side of Interstate 50
7. Ensure budgeted staffing reflects our increased service needs and population increases
8. Utilize technology and innovation to improve services (e.g., to reduce speeding)
9. Create a walking or bicycle trail along the historic sites with QR codes for self-guided tours
10. Create succession planning opportunities
11. Reduce likelihood of catastrophic fires
12. Establish a long-term vision for the Wye property and the Placerville and Sacramento Valley Railroad
13. Create a vision and long-term plan for revitalization of central business district and redevelopment of Folsom Blvd
14. Establish a policy that roundabouts are preferred traffic management over stop signs/lights

Numbers do not signify priority order. The first four (shown in italics) were identified by two or more Councilmembers.



Four Proposed Multi-Year Goals

Goal A	Goal B	Goal C	Goal D
Financial Stability and Sustainability	Public Safety and Infrastructure	Economic and Community Development	Organization Effectiveness

Each of these has a set of strategies to achieve the goals



Goal A: Financial Stability and Sustainability

Draft Strategies

1. Evaluate current policies for cost recovery and actual revenue received and modify as needed to implement increased cost recovery.*
2. Quantify the cost of service needed to meet current and increased population.*
3. Assess the procurement process for professional services contracts.
4. Implement an updated General Fund balance policy that incorporates a minimum emergency reserve and policy for use of any surplus funds at year end.
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).
6. Develop new funding sources to build new facilities or expand existing facilities to meet the demands of a growing population.
7. Develop an additional revenue source for consideration to provide sufficient revenues to deliver services to the community.
8. Quantify the costs needed and resources assigned to carry out major special events to ascertain any potential changes needed.

* Indicates **two or more** Councilmembers suggested the item



Goal B: Public Safety and Infrastructure

Draft Strategies

Fire and Police

1. Implement a new, second fire station in the Folsom Plan Area, including an initial staffing plan of nine additional employees for a single engine company.*
2. Develop a plan to meet future Fire Department needs including reviewing the need for additional stations, apparatus, and administrative and training facilities.*
3. Identify a funding plan to expand Police Department facilities to meet department needs.*
4. Identify funding to increase Police Department staffing.*

Technology

5. Initiate technology solutions to streamline organization and improve efficiency.*
6. Establish a funded replacement schedule for updating and replacing outdated hardware and software.
7. Conduct an IT needs assessment that could lead to an IT strategic roadmap.
8. Assess what would be involved in becoming a “Smart City” and establish a plan that matches resources as feasible.
9. 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.
10. 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.
11. Create new ways for the public to access information and records for increased transparency and to meet Public Records Act requirements.



Goal B: Public Safety and Infrastructure *(continued)*

Draft Strategies

Public Works

12. 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.*
13. Create a plan for relocating the corporation yard, including funding and timing.*
14. Establish an asset management plan and program for fleet management and parts procurement.
15. Establish a plan and identify a funding source for completing a transition to a full electric fleet by 2035.
16. Study, design, and construct capital improvements to enhance traffic flow and improve safety citywide.

Parks and Recreation

17. Prepare an update to the Zoo Sanctuary Master Plan to provide focus for future operations, funding, and development.
18. Prepare an update to the Parks and Recreation Master Plan.

* Indicates **two or more** Councilmembers suggested the item



Goal C: Economic and Community Development

Draft Strategies

Preparation of plans

1. Complete preparation of the River District Master Plan to enhance the City's waterfront and waterfront-adjacent recreation and development opportunities.*
2. Complete preparation of 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.*

Outreach and business development

3. Evaluate market opportunities in Folsom to create approaches to leverage existing high tech, healthcare, and other significant local industries.*
4. Establish a long-term vision for the Wye property and the Placerville and Sacramento Valley Railroad.*
5. Develop funding/sponsorship plan for the Johnny Cash Trail (JCT) art trail to increase tourism focused on Lake Natoma.*
6. Develop a narrative plan (e.g., QR codes) along walking and bicycle trails and historic sites for self-guided tours.*
7. Partner with the Greater Folsom Partnership 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, and other natural amenities).
8. 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.
9. Collaborate with private developers to implement the vision concept for a town center in the Folsom Plan Area (preliminary plans submitted and under review).



Goal D: Organization Effectiveness

Draft Strategies

1. Implement multi-year staffing and succession plans for each department in consideration of projected retirements and turnover.*
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).
3. Assess opportunities to make greater use of volunteers in City programs and services to strengthen the relationship with our community.
4. Establish customer service standards and corresponding resource funding.
5. Establish a diversity, equity, inclusion (DEI) program.

* Indicates **two or more** Councilmembers suggested the item



Next Steps for Goals and Strategies

Consolidate
Feedback
from Today



Refine
Goals and
Strategies



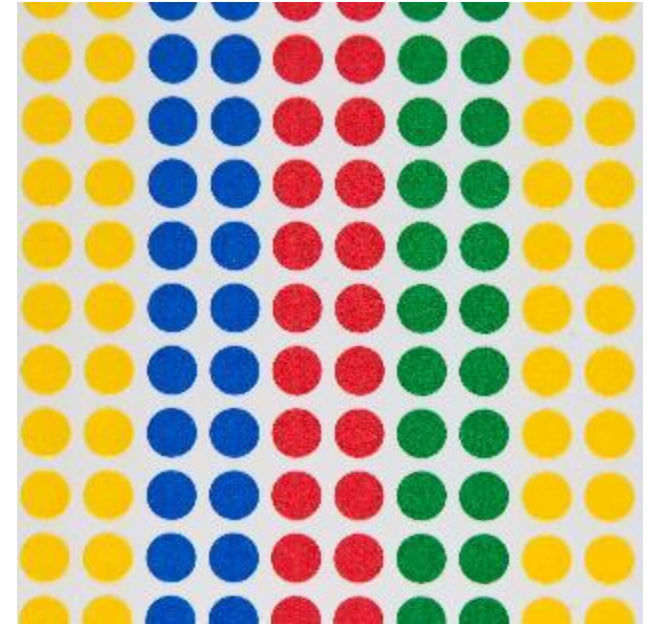
Prepare
Updated
Goals and
Strategies

Updated goals and strategies will go into a revised Draft Strategic Plan for consideration by City Council in March 2023



Establishing Council Priorities for First Two Years

Place your dots on
strategies you think
require **particular**
focus and attention for
achievement in
FY 2023-24 and
FY 2024-25



How Progress Will Be Reported



Twice a year reports



Website

Other ideas?



Provided to Council, staff, commissions,
committees and boards



Highlights used in public
communications throughout the year

Next Steps

- ✓ Baker Tilly **prepares revised draft** of the Strategic Plan (incorporating today's input from Council)
- ✓ City staff will present updated **Strategic Plan** to Council for adoption



Wrap Up

- ✓ Closing **comments**
- ✓ **Evaluation** form

Thank you!

Rick Haydon | rick.haydon@bakertilly.com

Jan Perkins | jan.perkins@bakertilly.com



Management
Partners



CITY OF
FOLSOM
DISTINCTIVE BY NATURE