

# CITY OF FOLSOM, CALIFORNIA



FY 2011-12  
Final Budget



# *City of Folsom, California*

## *Operating Budget Fiscal Year 2011-12*

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*Ernie Sheldon, Vice Mayor*

*Kerri Howell, Council Member*

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*April 2011*



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# *Introduction*





## **CITY OF FOLSOM**

50 Natoma Street  
Folsom, CA 95630



To the Honorable Mayor and Members of the Folsom City Council:

Please accept on behalf of myself and the City's Executive Management Team the proposed Operating Budget for Fiscal Year 2011-2012 (FY12). This budget document provides detailed information about the revenues and expenditures forecast for the City in the coming year.

### **CURRENT FISCAL YEAR 2010-11**

The City of Folsom continues to be affected by the downturn in the economy, and has had to adjust in the current fiscal year to accommodate changing economic conditions. Given the continuing nature of this economic environment and the anticipation that any recovery will, most certainly, be a slow process, it is reasonable to expect we will emerge with a new economic reality. Part of this new reality will be one that has less reliance on State grants and other financing and has little year over year economic growth. Such a new environment causes us to reconsider our service delivery plans and mechanisms and to keep a sharp eye on our priorities as we reposition our organization for the future.

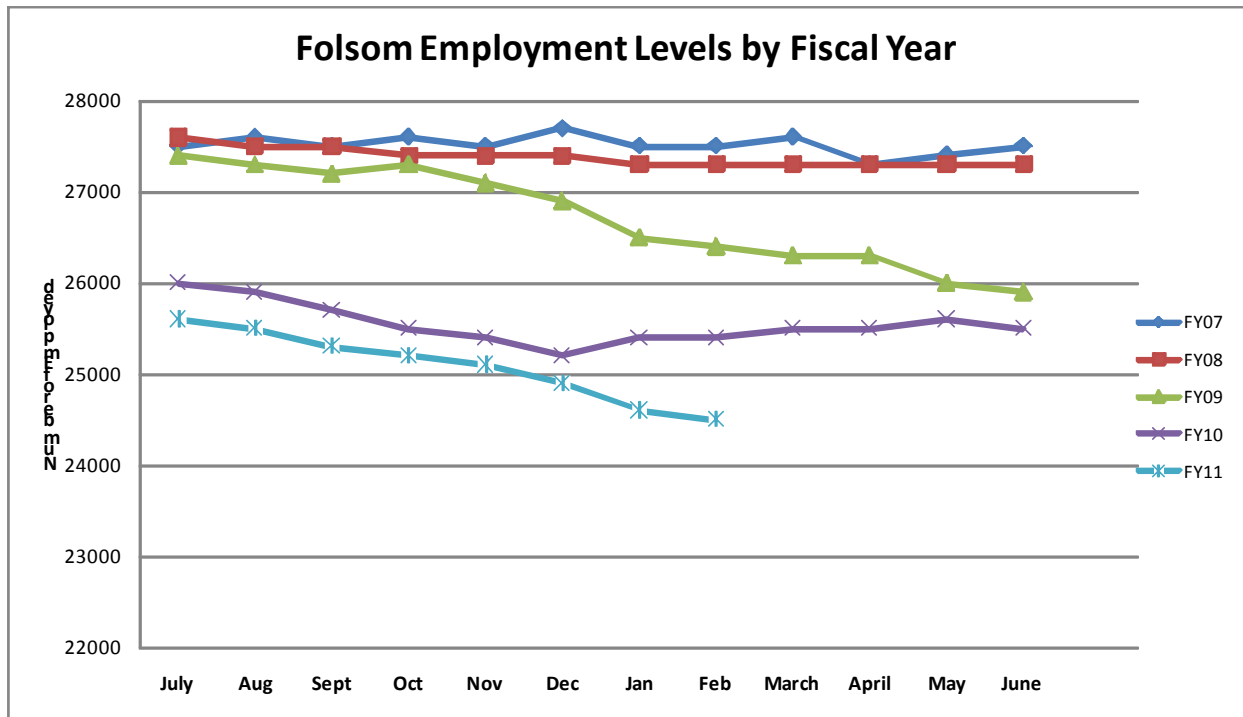
### **CHALLENGES FOR FISCAL YEAR 2011-12**

After reviewing these financial projections, we expect FY 2011-12 to continue to be among the most economically challenging years that Folsom has faced in recent times. The City of Folsom's fiscal outlook has been negatively impacted by a sustained downturn in sales tax revenues, a slowing of residential and commercial development (resulting in a decline in service charges and development fee revenues), the increased costs of doing business, and the continuing drain on our revenues by the State.

It is important to note that although it is imperative that we take a series of steps to meet new and continuing economic challenges facing our region and the entire nation, the City of Folsom remains fiscally sound thanks to prudent and conservative planning by the City Council. Keeping to a clear and strong financial plan and maintaining prudent reserves will continue to be the goal of this budget process.

We face four major challenges. First, a continuing weak regional employment market, coupled with a difficult housing and credit environment has led to reduced sales activity, falling prices and increased foreclosures. While Folsom has been somewhat insulated from these events, within California and the region, the reliance on the real estate and construction sectors has taken its toll. We have seen the result of this in decreased property transfer taxes, building permits, and development fees. However, the City can look ahead to the further development of the Palladio mall, other retail outlets, and new small business developments which should help bolster the City's sales tax and transient occupancy tax collections in future years.

Second, the lack of economic growth has resulted in a lack of employment growth. The State, region, and the City of Folsom have experienced significant losses in employment. Folsom’s employment level has dropped -10.2% from October 2008 to January 2011. So far we have not seen a rebound to the loss of employment and most experts do not see real job creation until late 2011 at the national level and mid- 2012 in California and this region in particular.



Third, the Governor and the Legislature have yet to reach an agreement on the FY 2011-2012 State Budget, which is estimated to be \$25 billion over budget. Importantly for cities, the Governor’s plan proposes to eliminate Redevelopment Agencies, eliminate support to Libraries, and reduce many intergovernmental grants to the cities. If the Legislature doesn’t support the Governor’s direction, the result will be another effort to identify ways to close the state’s budget gap thru program cuts and eliminations. This could involve additional proposals for cuts to state programs, transferring or borrowing local government revenue, or other solutions. Already many proposals have been introduced that would reduce our sales tax by exempting various purchases from the sales tax including manufacturing equipment, “green” vehicles and other green technology. In addition, the State continues to try and use funds from the redevelopment agencies incremental property taxes, so we must remain on alert and prepare for potential impacts to our budget which arise from the state’s budget challenge.

Fourth, while the City’s revenue growth is slowing, the City must at the same time support rising costs in a number of key areas. For example, contractually required employee wage and benefit cost increases; especially the required CALPERS contribution from employers, along with fuel and utility increases must be incorporated into department budgets. In addition, during these economic times we have delayed the purchase of needed capital, such as police cars and fire apparatus. Just keeping pace with these built-in increases puts much pressure on the budget

development. This proposed FY12 budget does not include cost-of-living increases for any city employee and does include some furlough days for certain miscellaneous employees. In addition, we must be mindful of the fact that we have deferred costs over several years in an effort to reduce today's costs and eventually these costs will need to be replaced. This includes not only the existing furlough savings, but also future cost-of-living adjustments, restoring reserve fund contributions (retiree health fund), and growing the general fund balance. These items are discussed in more detail in the Long-term Financial Planning section on page I-9.

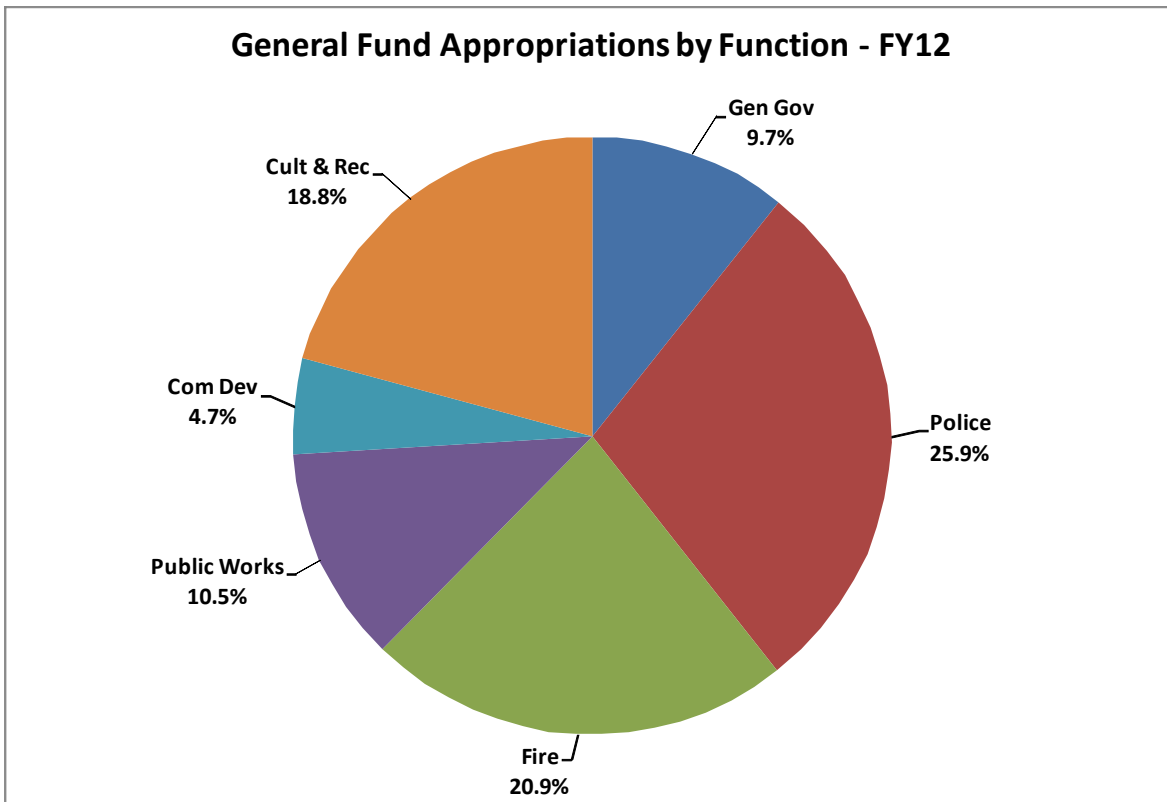
## **MEETING THE FISCAL CHALLENGES**

As we worked through the challenging budget balancing process for FY 2011-12, we turned to a combination of strategies, including looking to a multi-year approach to our issues, culminating our collective bargaining efforts, reducing operational costs, projecting new revenues where reasonable, and utilizing one-time revenues. We continue to feel that the traditional approach of looking at the incremental increases is not sufficient because of the magnitude of our problem, and, therefore, it would have to be addressed in multiple years. In any event it was evident that we must prepare a structurally sound, sustainable, and balanced budget. The collective bargaining process was instrumental in our efforts and resulted in \$1,500,000 in savings in the General Fund.

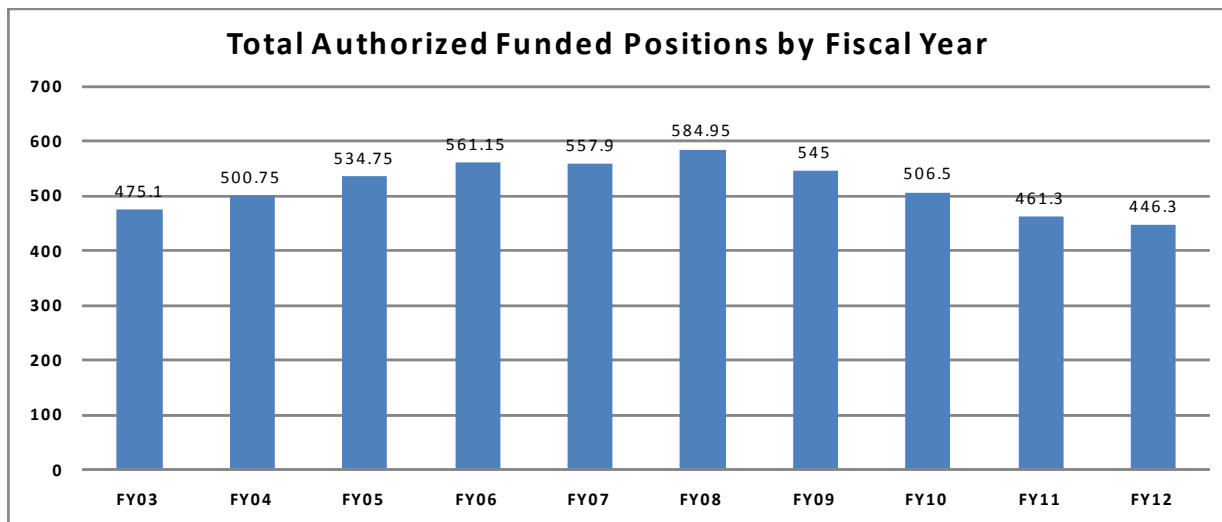
In addition, I asked department heads to carefully review their departmental management structures and to determine a structure for their operations that took into account reduced service workers and similar operations. I also asked them to prepare an initial budget that met various reductions in their current allocations. City departments were then called upon to make program decisions that would meet those goals. We reviewed each program and discussed the impact to the community of each option. From there I selected the options I felt would best serve the community and prepared the proposed budget on that basis. I did this based on a review of service quality and levels, sustainability, rightsizing to the new economy, alternative service provision to the community, and the needs of the City to maintain prudent reserves and a balanced budget.

In developing the FY 2011-2012 Budget, we made every effort to first focus on cutting programs and activities which would not be immediately visible to our customers before recommending changes to programs and services directly impacting the public. A focus on our community priorities is important during this process. Although both the Police and Fire Departments have already made and will continue to make fiscal sacrifices, this budget is not balanced at the expense of diminished public safety. The adopted FY11 budget had 47.8% of the budget allocated to Police and Fire services. The FY12 budget has 46.8% allocated to Police and Fire services. This decrease is primarily associated with significant cost savings in the Police collective bargaining agreement and management reorganizations in both departments. These savings were offset by increased CALPERS payments and the addition of police vehicles and fire apparatus. The decreased appropriation does not reflect a diminishment of services to the community. For other departments, Cultural and Recreation services went from 19.0% to 18.8% whereas Public Works and Community Development increased from 10.3% to 10.5% and 4.2% to 4.7% respectfully. General Administration went down from 10.0% of the General Fund appropriation to 9.7%.

The following chart shows the FY12 proposed distribution of the General Fund.



Unfortunately position reductions in this fiscal year will have to become a necessity. The decision to reduce staff is an extremely difficult one and was only made once it was determined this course of action was unavoidable. I have had to recommend the elimination of 11 positions in the General Fund and 2.5 positions in other funds. These reductions impact several departments and were made after a careful program by program review with City priorities and service needs in mind. They were not done on an across-the-board approach. This will bring our level of employees down 138.6 or 23.7% from the peak in FY08.



## **ASSUMPTIONS**

Please note that the FY 2011-2012 Budget was built upon a series of assumptions related to employee compensation, insurance rates, program fees, and utility rates. Additionally, in preparing General Fund revenue forecasts, realistically conservative revenue projections were used. These are further explained in the budget document. There are employee union concessions built into this budget where they have been ratified through the collective bargaining process or imposed voluntarily. So, while we have assumed the continuation of some employee furloughs, we have not assumed actions where the bargaining units have not agreed to the change. The impact of any further State of California budget changes on revenues and expenses will not be known until after this City budget is adopted. We, therefore, have not assumed or anticipated any financial cuts from Federal, State, or County government grants and reimbursements unless we had already been notified of such change. The budget reflects the best information available from the Federal Congressional Budget Office and from the Governor's and Legislative's proposals for the State FY 2011-2012 budget.

## **ANALYSIS OF FUND BALANCE IN THE GENERAL FUND**

During FY 2004-05, the City Council established a financial policy of maintaining a reserve of 15 percent of the General Fund's annual operating expenditures as the undesignated fund balance. This balance is to be used to provide for temporary financing for unanticipated extraordinary needs of an emergency nature; for example, costs related to a natural disaster or calamity, economic recession, or an unexpected liability created by Federal or State legislative action.

The undesignated balance has been eroded in the past several years as it has been appropriately used to provide relief to offset the downturn in revenue during the current economic slowdown. Over the past two years and this fiscal year we have used approximately \$7 million from the unrestricted general fund balance. At its peak in FY06 the Fund Balance was slightly over \$16 million. The recommended FY 2011-12 Adopted General Fund Budget is balanced, and maintains reserves at 7.8 percent of budgeted expenditures and projects maintaining a fund balance of no less than \$5.0 million. This reserve percentage is not in conformance with the Council's adopted financial policies, however, and given our current history I would encourage the City Council to consider a long-term goal of building the unrestricted fund balance for the General Fund up to 15% of expenditures. While this budget responds appropriately to the new economic realities, and prepares the City to respond as needed in the years ahead, it will still be a difficult road to travel. Staff remains committed to prudent, fiscal planning while providing excellent services to the community.

## **CONCLUSION/ACKNOWLEDGEMENTS**

This year's budget document is the culmination of continuous budget review and dialogue with department heads and their staffs over the past two months and with representatives of the various bargaining units in the City. Departments participated in and achieved targeted reductions for FY 2010-11. This fiscal year, departments were vigilant in achieving new,

challenging reduction targets. This budget could not have been produced without their creative ideas, their open discourse, and their professional discipline and desire to serve the community.

The concessions made by the bargaining groups, with the leadership from their representatives, were instrumental in putting this budget together and, as I mentioned earlier, resulted in savings of approximately \$1,500,000 to the General Fund. I thank all those employees who participated in the negotiations and all the employees who supported the negotiated contracts. Without their support we would have had to make more drastic cuts and would have a diminishment of services.

I would like to acknowledge and thank the City's Executive Management Team for their tremendous efforts in helping to craft the many alternatives that were considered and for the time and effort they spent in analyzing impacts and options. I would also like to thank them for foregoing any salary or cost of living increases in the coming fiscal year in support of this cost-cutting effort. And I would like to especially acknowledge their leadership and thank them for making the maximum allowed employee contribution to their PERS benefit. This controversial and bold move gives me hope that there is, in fact, a more permanent solution to this vicious cycle of reduced or flat revenues and increased costs resulting in constant downsizing.

I would also like to thank the City staff that prepared this document. The preparation of this budget document could not have been possible without the efforts and long hours dedicated by Financial Services Manager Terri Hemley. She has diligently sacrificed her evenings and weekends to see that this document was prepared accurately and clearly. I also want to thank other City staff members who significantly assisted in the preparation and timely delivery of this budget, namely Scott Denny, Financial Analyst, John Donoghue, Financial Analyst, Stacey Tamagni, Financial Analyst, and Deanne Gabrik, Administrative Assistant. My thanks also extend to Assistant City Manager Evert Palmer, Human Resources Director John Spittler, and Chief Financial Officer Jim Francis for their reflections and focus on the bigger picture. In addition, I want to thank Elaine Anderson, Assistant to the City Manager, for her contribution to the presentation of this budget.

Finally, I also want to thank the City Council for their support of this office. My staff and I look forward to working with you during the remainder of the FY11 fiscal year and in the coming FY12 fiscal year when we make this proposed budget a reality.

Respectfully submitted,



Kerry L. Miller  
City Manager

## **City-Wide Reorganizations**

Last year, in order to position the organization for the future we examined the organizational structure to determine how various functions and responsibilities interacted and might be grouped. Our strategy in this examination was to streamline operations, to focus responsibility, to achieve efficiencies to help offset staff reductions, and to realize cost savings.

After a year's experience and further review I am reporting to you that I am satisfied with the progress being made on these efforts and plan to maintain the following organizational changes which were made last year:

- Consolidate Public Works and Utilities into one department.
- Consolidate all park and building maintenance functions within Parks and Recreation.
- Transfer Municipal landscaping to Parks and Recreation.
- Transfer responsibility for Information Technology from Administrative Services to Finance.
- Transfer Animal Control from Administrative Services to the Police Department.
- Transfer Redevelopment and Housing activities to Community Services.
- Consolidate responsibility for Economic Development and Water and Environmental Resource Development in the City Manager's Office.
- Consolidate customer services for Public Works, Utilities and Finance.
- Merge Engineering services within the new Public Works and Utilities Department.

These reorganizations allowed for savings that would not be possible otherwise. It is expected that after some more reflection and experience with the new alignments that additional benefits and possible savings will be identified. However, I am recommending that the following reorganization not be implemented:

- Transfer responsibility for Code Enforcement from Community Services to the Police Department.

In addition, the FY12 budget contains management reorganizations in the Police department, Fire department, Public Works and Utilities, the Library and in the Office of Management and Budget. You were formally presented with the Police and Fire reorganizations at your regular Council meetings.

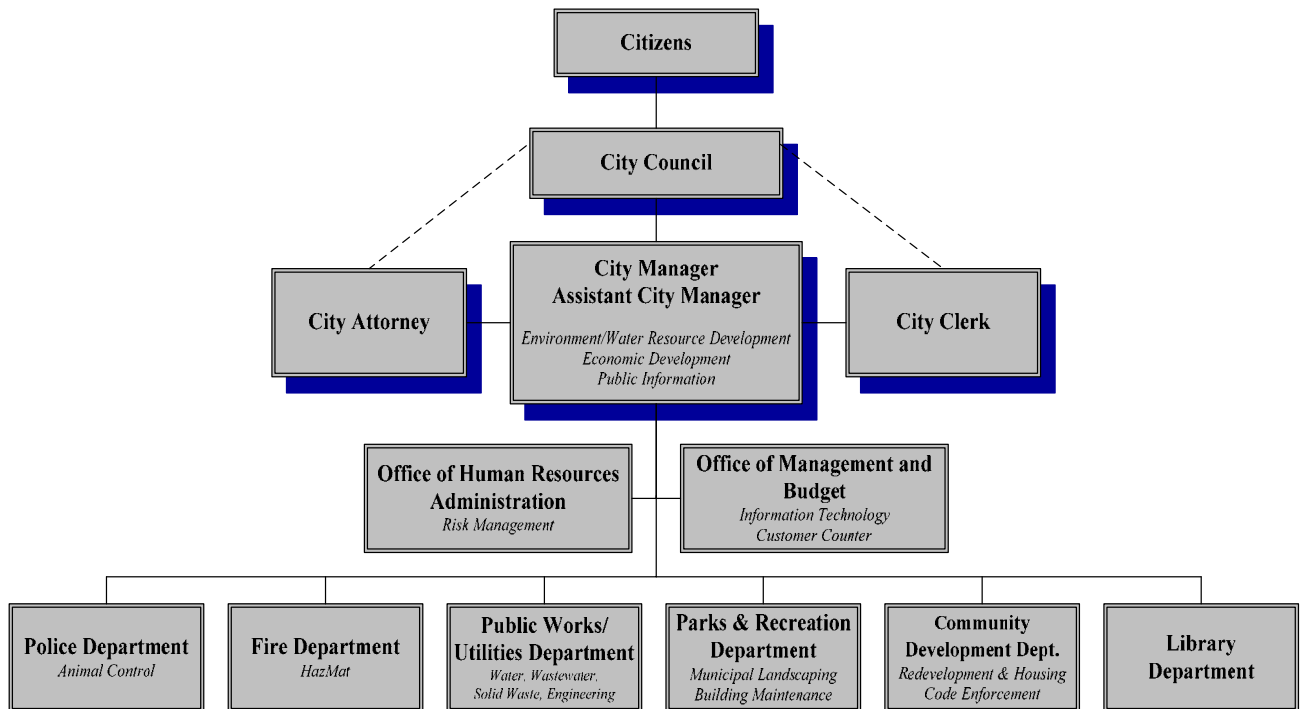
The Public Works and Utilities department reorganization will consolidate the department into five divisions and reduce at least one management position. These changes will better define department responsibilities, improve efficiencies and accountability, and finalize the integration of the Public Works and Utility functions within a single department. Cost savings will occur now and additional costs will be avoided in the future.

In the Office of Management and Budget the payroll and accounts payable functions are being reassigned to separate division managers and a division manager is being eliminated. This is a reduction of 1/3 of the management staff in this department.



The Library function will be coordinated from the City Manager’s Office and the Directors position will be eliminated. This is being done partially in response to State cuts in support for the library and partially in order to maintain a well functioning and staffed main library. As a part of this reorganization we are also recommending that the Norman R. Siefkin library be closed, and the staff be concentrated solely on maintaining the main library programs.

The City-wide organization is presented in the following functional organization chart:



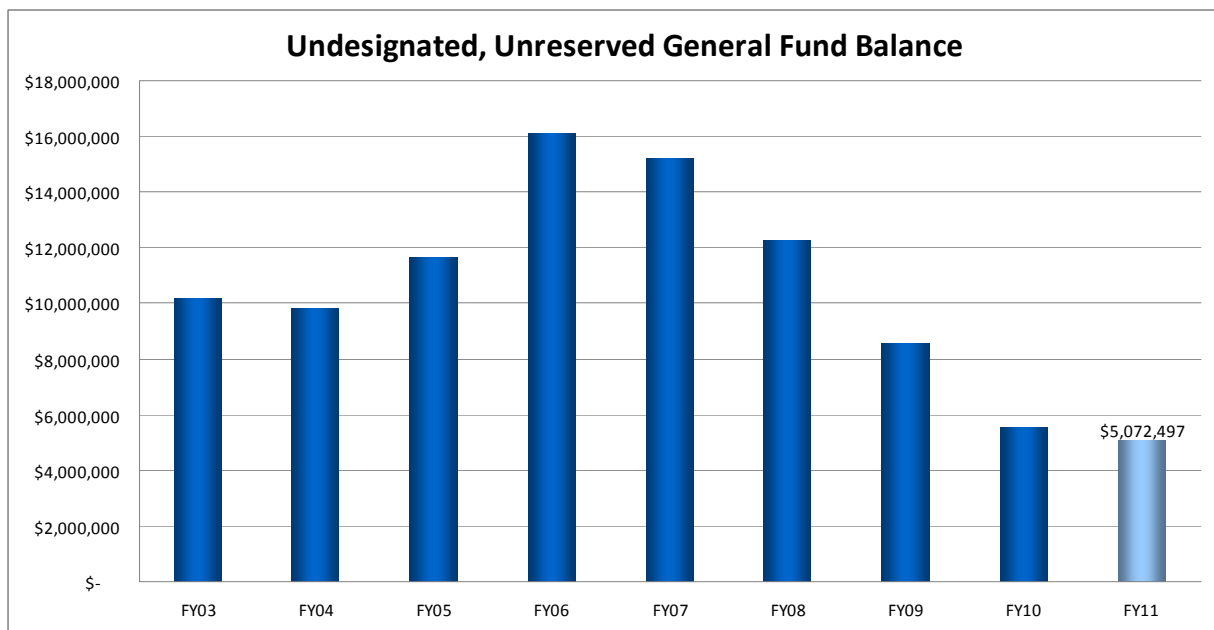


# Long-term Financial Planning and the Budget Process

The preparation of the FY12 budget document presented several unique issues caused by the economic environment over the past several years. Because we have had to make downward budget adjustments for FY12 and previous years in order to produce balanced and sustainable budgets, we have had to delay a variety of important and critical elements from the budget. To incorporate these items back into the budget will take a commitment to a long-term investment in these issues. We want to make each of these issues clear to the City Council and other readers of this document, so we have prepared this section of the budget with these issues in mind. In this section we will present to you the issues which have only been addressed in part or not at all in the recommended FY12 budget:

## Undesignated, Unreserved Fund Balance

During the recession the City has utilized its General Fund balance to mitigate the impact of declining revenues and the resultant service impacts. On June 30, 2006 the unreserved fund balance was \$16,123,193 or 26.6% of operating expenses. On June 30, 2010 the City's unreserved fund balance was \$5,520,065 or 8.9% of operating expenses and is expected to be no less than \$5,000,000 or 7.6% of operating expenses on June 30, 2011. The City Council has adopted a policy of maintaining a fund balance of at least 15% of expenses. If expenses for FY12 are as recommended, fund balance would have to be \$9,800,000 to reach this goal. While it will not be accomplished within a year or two, the City must begin planning to increase its undesignated, unreserved fund balance in order to strengthen its financial position.



## **GASB 45 Commitment**

The commitment to prefund retiree health care expenses is a belief that the taxpayer who receives a benefit should bear the responsibility to fund that expense. An employee provides a benefit to the taxpayer today while they are actively working and in return receive a benefit later in the form of health care. In FY12 the Annual Required Contribution (ARC) for retiree health benefits is \$4,084,466 of which the City is paying \$2,408,193. The ARC is made up of the normal cost, (\$1,050,703), which is the actuarial determined current and future liability, and the past service cost, (\$3,033,763), which represents unmet payments from prior years. The City should, at a minimum, be making a contribution equal to the normal cost because this more fairly reflects the value of benefits “earned” each year by employees. In the FY12 budget an amount of \$150,000 is recommended to be contributed to the Trust Fund.

## **Contingency**

The Council has a policy of including a 1% contingency in the budget. In FY12 this would amount to \$650,000 and is not included in the proposed budget. This amount is for unforeseen transactions such as revenue shortfalls, required over expenditure of the budget, emergency events, and any authorized but unbudgeted activities. The amount not utilized in the fiscal year becomes the contribution to fund balance as long as all other expenditures are within the budget appropriation.

## **Apparatus Replacement and Purchase**

In the past several years the purchase of new or replacement vehicles has been minimized or simply not done in order to meet budgetary shortfalls. In the long run using existing equipment beyond the recommended useful service life results in excessive maintenance costs, increased purchasing costs, and inefficient operations. The following amounts (in today’s dollar) are recommended to maintain an on-going vehicle replacement program:

Fire	\$ 725,000
Police	\$ 400,000
Utilities	\$ 600,000
Public Works	\$ 150,000
Parks & Rec	\$ 100,000
Gen Gov	<u>\$ 50,000</u>
	\$2,025,000

In the FY12 recommended budget there is \$350,000 for Police vehicle replacement, \$360,000 for Fire apparatus, and \$600,000 for two solid waste trucks. There are no other funds recommended to be appropriated for this purpose.

## **Computer Infrastructure**

In today's world there are hardly any functions that do not rely on the computer infrastructure that the City has developed. However, to keep this resource running in a cost-effective manner demands constant maintenance and upgrading of software, hardware, and peripheral equipment, as well as a well established commitment to training employees on how to make optimal use of the resource. Currently we are very dependent on a fifteen year old AS400 server system that if it failed would shut down most transactions in the City. Electronic registrations, financial systems, geographical mapping, various data analysis, utility payments, electronic reporting, payroll system, and many more applications would all grind to a halt if this system failed. Technology obsolescence can cause unexpected spikes in required spending for replacement and a replacement schedule is an indispensable component of infrastructure planning. Current estimates for a basic hardware and software replacement and upgrade are an approximate one-time cost of \$400,000 and an on-going annual replacement cost of \$150,000. In the FY12 budget there is \$85,605 for replacement of personal computers and printers.

## **Building and Grounds Maintenance**

Basic repair and maintenance of our buildings, parks, and open space require a continuous effort to keep them from disrepair and major investments in the future. This includes not only bricks and mortar but systems maintenance, repair, and replacement, such as HVAC systems. Constant planning and adequate resource allocation to these areas can make the building operations more cost effective and also improve park management thru the coordination of utilization schedules and maintenance activities. These activities and projects are more directly dealt with in the Capital Improvement Budget (CIP).

## 5-Year Financial Plan

As required, we are presenting our long-term (5-year) projection of revenues and expenses. These projections are based on our best estimates of what the future economic environment will be. In general, we are looking at slow growth over the next five years, with no rapid development in either the housing market or the commercial market. Housing prices will stabilize and we will see some growth in prices and number of sales over the next five years.

### General Fund 5-year Forecast

Updated April 8, 2011

	Actual	Projected	Recommended	Projected	Projected	Projected	Projected
	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Property Tax	\$ 20,376,207	\$ 20,380,000	\$ 20,390,600	\$ 20,696,459	\$ 21,110,388	\$ 21,532,596	\$ 21,963,248
Sales and Use	\$ 13,716,215	\$ 15,414,387	\$ 15,650,058	\$ 16,041,309	\$ 16,522,549	\$ 17,018,225	\$ 17,571,318
Transient	\$ 1,109,369	\$ 1,200,000	\$ 1,200,000	\$ 1,250,000	\$ 1,275,000	\$ 1,300,000	\$ 1,339,000
Real Prop Transfer	\$ 227,464	\$ 260,000	\$ 248,600	\$ 273,460	\$ 300,806	\$ 330,887	\$ 363,975
Franchise Fees	\$ 711,458	\$ 545,133	\$ 545,133	\$ 545,133	\$ 545,133	\$ 545,133	\$ 545,133
Licences and Permits	\$ 1,356,858	\$ 1,322,226	\$ 1,317,000	\$ 1,356,510	\$ 1,397,205	\$ 1,439,121	\$ 1,482,295
Intergovernmental	\$ 6,492,143	\$ 6,642,319	\$ 5,895,000	\$ 5,953,950	\$ 6,013,490	\$ 6,073,624	\$ 6,134,361
Charges for Services	\$ 9,741,531	\$ 7,745,162	\$ 8,116,010	\$ 8,278,330	\$ 8,443,897	\$ 8,697,214	\$ 8,958,130
Fines & Forfeitures	\$ 424,346	\$ 302,000	\$ 408,900	\$ 417,078	\$ 425,420	\$ 433,928	\$ 442,607
Interest	\$ 228,302	\$ 125,000	\$ 229,945	\$ 250,000	\$ 275,000	\$ 275,000	\$ 275,000
Misc	\$ 492,683	\$ 281,142	\$ 539,900	\$ 545,299	\$ 550,752	\$ 556,260	\$ 561,822
Transfer In from other Funds	\$ 11,619,749	\$ 11,474,284	\$ 10,834,322	\$ 10,509,292	\$ 10,299,106	\$ 10,299,106	\$ 10,402,098
<b>Total Revenue</b>	<b>\$ 66,496,325</b>	<b>\$ 65,691,653</b>	<b>\$ 65,375,468</b>	<b>\$ 66,116,821</b>	<b>\$ 67,158,746</b>	<b>\$ 68,501,094</b>	<b>\$ 70,038,986</b>
Revenue change from prior year		-1.21%	-0.48%	1.13%	1.58%	2.00%	2.25%
Gen Gov	\$ 7,765,223	\$ 6,847,451	\$ 6,367,717	\$ 6,479,448	\$ 6,581,557	\$ 6,713,107	\$ 6,863,821
Public Safety	\$ 31,785,243	\$ 31,400,610	\$ 30,666,536	\$ 31,008,789	\$ 31,497,452	\$ 32,127,013	\$ 32,848,284
Community Svcs	\$ 12,298,748	\$ 9,625,290	\$ 9,913,306	\$ 10,049,757	\$ 10,208,129	\$ 10,412,166	\$ 10,645,926
Cultural & Rec	\$ 12,238,600	\$ 12,481,414	\$ 12,316,432	\$ 12,429,962	\$ 12,625,844	\$ 12,878,206	\$ 13,167,329
Non-Departmental	\$ 5,203,217	\$ 5,781,875	\$ 6,111,477	\$ 6,148,864	\$ 6,245,763	\$ 6,370,602	\$ 6,513,626
<b>Total Expenditures</b>	<b>\$ 69,291,031</b>	<b>\$ 66,136,640</b>	<b>\$ 65,375,468</b>	<b>\$ 66,116,821</b>	<b>\$ 67,158,746</b>	<b>\$ 68,501,094</b>	<b>\$ 70,038,986</b>
Expenditure change from prior year		-4.55%	-1.15%	1.13%	1.58%	2.00%	2.25%
<b>Surplus/-Deficit</b>	<b>\$ (2,794,706)</b>	<b>\$ (444,987)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Ratio	96.0%	99.3%	100.0%	100.0%	100.0%	100.0%	100.0%
Gen Fund Balance 6/30	\$ 7,267,484	\$ 6,822,497	\$ 6,822,497	\$ 6,822,497	\$ 6,822,497	\$ 6,822,497	\$ 6,822,497
Reserved	\$ 1,747,419	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Undesignated, Unreserved	\$ 5,520,065	\$ 5,072,497	\$ 5,072,497	\$ 5,072,497	\$ 5,072,497	\$ 5,072,497	\$ 5,072,497
UnD, UnR Fund Bal as % of Exp	8.0%	7.7%	7.8%	7.7%	7.6%	7.4%	7.2%

As shown in our forecast, the proposed FY12 expenditures are down 1.15% over this year and revenues are down approximately 0.48%. We believe that in FY12 we are nearing the bottom of the drop in revenue that was brought on by the recession and that in future years we are anticipating revenues increases of about 1.1% - 2.25% with corresponding expenditure increases. During this period of time we hope to grow our unrestricted fund balance, however, it will be difficult to accomplish this and still provide services at the desired level. In fact, it will be difficult to address any of the areas discussed earlier in this chapter. To do so will require either significant more revenue growth or a modification of existing expenditure patterns in the future.

The above forecast does not, however reflect the difficult task it will be to develop budgets, in each of the future fiscal years, that are balanced and sustainable. The chart only addresses the revenue issue and does not reflect all of the cost pressures that the City will be facing, including the following during FY13:

Wage cost increases -	\$1,500,000
Benefit cost savings -	(300,000)
CalPERS increase -	350,000
Health care increase -	500,000

In addition, the issues outlined earlier in this section (Fund Balance, contingency, apparatus replacement, GASB 45 contributions, computer infrastructure replacement, and buildings and grounds maintenance) will need to be addressed. Assuming the \$800,000 in additional revenue is accurate for FY13, the city will be looking at budgets that reflect today's commitment to service levels that are approximately \$1,250,000 over the available revenue. This means that we must keep a sharp watch over expenditures and our future commitments.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Folsom  
California**

For the Fiscal Year Beginning

**July 1, 2010**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Folsom, California for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

*California Society of  
Municipal Finance Officers*

*Certificate of Award*

*Excellence in Operating Budget  
Fiscal Year 2010-2011*

*Presented to the*

*City of Folsom*

For meeting the criteria established to achieve the Excellence Award in the Operating Budget.

*February 24, 2011*



*Ronnie Campbell*  
\_\_\_\_\_  
Ronnie Campbell  
CSMFO President

*Chu Thai*  
\_\_\_\_\_  
Chu Thai, Chair  
Professional Standards and  
Recognition Committee

*Dedicated Excellence in Municipal Financial Reporting*



**T**he City of Folsom (the “City”) was founded in 1856, incorporated in 1946, and chartered in 1990. Folsom is a “full service” charter City, serving a population of over 64,000. The City is approximately 110 miles northeast of San Francisco and 20 miles east of Sacramento. The City is located along the eastern end of the Highway 50 corridor in an area of the Sacramento Valley that has experienced considerable industrial, residential, and commercial growth over the past 10 years.

Folsom is rich in history, established primarily by European and Asian prospectors during the early gold-rush era. Numerous antique dealers make the City one of the oldest and largest centers of the antique trade in the West. The City’s historical district includes the Folsom History Museum and the Folsom Hotel, a landmark since 1885.

Over 130 years ago Folsom was selected as the site for Folsom Prison to provide manpower for the construction of a larger dam and a powerhouse. The Prison has gained notability with the renowned song “Folsom Prison Blues” by Johnny Cash. The Powerhouse provided the world’s first long-distance transmission of electric power. In 1973 the Powerhouse was placed on the National Register of Historic Places and in 1982 was named a National Historic Landmark.

Folsom Lake and Lake Natoma are at the City’s borders offering an abundance of recreational activities. Folsom Lake State Recreation Area is one of the most popular multi-use, year-round recreational areas in the California State Park System. Each year visitors come to the 18,000-acre park—with 120 miles of shoreline—to fish, hike, camp, ride horseback, water ski, boat, swim, and study nature.

The Folsom Aquatic Center is a state-of-the-art swimming pool facility which includes a family play pool, interactive water play climbing structure, a warm water therapy/instructional pool, and an Olympic size pool. Over 100,000 visitors come each year to visit the Folsom Zoo Sanctuary where the primary goal is to teach responsible behavior toward all animals. Folsom Parks cover over 300 acres of playgrounds and recreational facilities. Additionally, Folsom Parks was the recipient of the 1999 Facility Design and Park Planning Award for the John Kemp Park from CPRS.

The City provides a number of municipal services including, administration, police, fire, recreation, parks, and public works. In 2007 the City opened the 24,000-square foot Folsom Public Library in the new Georgia Murray Building in City Lions Park and in 2008 the Norman R. Siefkin Public Library was open on the campus of Vista del Lago High School as a joint-use facility. The City also has its own transit system, Folsom Stage Line, which provides local fixed routes, light rail commuter service, and a Dial-a-Ride program catered to the seniors and disabled citizens of the community. The City is also connected to Sacramento via the Sacramento Regional Transit District Light Rail Service Gold Line with three Light Rail stations in the City.

The Folsom-Cordova Unified School District operates schools both in the City and the City of Rancho Cordova. In the City, the district has three high schools, two middle schools, and eleven elementary schools serving over 10,000 students (over 18,000 students district wide). Additionally, the Folsom Lake College campus is accredited as a branch of the Los Rios Community College District of Sacramento and serves the community of adults achieving higher education. It is also home to the Regional Visual and Performing Arts Center.

The City acknowledges the importance of and continually strives towards preserving, enhancing, and managing open space, oak trees, wetlands, and riparian habitats. Folsom has grown to over 15,000 acres, of which over 6,000 acres are parks, schools, and undeveloped open space. Folsom City is a beautiful and thriving community, and home to many families and businesses.





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# City Organizational Chart

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## *Vision, Mission and Core Values*

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### *Vision Statement of the City of Folsom*

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.

### *Mission Statement of the City of Folsom*

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.

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### *Core Values*

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#### *Integrity*

We act with integrity, doing what is legally and ethically correct. We recommend the right course of action even if it is unpopular.

#### *Professionalism*

We are committed to excellence. We are responsive and accountable.

#### *Teamwork*

Collaboration, communication, and cooperation are essential to our success. We consider all stakeholders to be an integral part of serving the public.

#### *Trust and Respect*

We are free to express opinions, we listen to understand, and we encourage responsible decision making at all levels.

#### *Innovation*

We foster innovation as a means to achieve quality and cost effectiveness. We value employees who demonstrate initiative and creativity.

#### *Workplace of Choice*

We have a sense of purpose, take pride in accomplishments, demonstrate compassion for each other, and celebrate our successes.

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# *Guide to the Budget*

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The format for the Fiscal Year (FY) 2011-2012 budget document includes the following six sections: Introduction, Budget Summaries, General Fund Summary, Departmental Presentations, Debt Management and an Appendix. The Capital Improvement Plan (CIP) is presented as a separate document.

## **Introduction**

The Introduction section includes: City Manger’s Budget Message, Guide to the Budget, City Wide Organizational Chart, Vision, Mission, and Core Values of the City, Budget Process, Calendar, and Management and Budget Policies.

## **Budget Summaries**

The Budget Summaries section includes the following schedules encompassing all funds: Fund Description, Major Revenue Description, Appropriation Description, Summary of Revenues by Fund, Summary of Appropriations by Fund, Summary of Transfers, Summary of Capital Improvement Plan, and Summary of Staffing Positions.

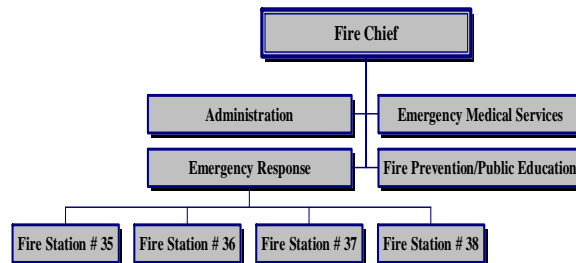
## **General Fund Summary**

The General Fund Summary section includes the schedules pertaining specifically to the general fund.

## **Department Presentations**

### **Organizational Chart:**

Each Department presentation begins with an Organization Chart. Each chart displays the various functions within that department and their relationship to one another.



### **Mission Statement:**

The Mission Statement outlines the objectives of each department.

**Budget Summary:**

The Budget Summary includes Expenditures, Number of Positions, and Funding Source. The Expenditure section may include some or all of the following: Salaries, Benefits, Operations and Maintenance, Capital Outlay, Transfer Out, Reimbursement, and Debt Service. The Number of Positions section includes only Full-Time and Permanent Part - Time positions. The Funding Source section will include the various sources of funding for the operation of the department.

Expenditure	Actual FY 2009-10	Budget FY 2010-11	Projected FY 2010-11	Proposed FY 2011-12	Change From 10-11 Budget
Salaries	\$37,200	\$37,200	\$37,200	\$37,200	0.00%
Benefits	\$67,884	\$86,551	\$86,520	\$54,861	-36.61%
Operation & Maintenance	\$19,417	\$11,815	\$4,081	\$11,815	0.00%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$124,501</b>	<b>\$135,566</b>	<b>\$127,801</b>	<b>\$103,876</b>	<b>-23.38%</b>
<b>Funding Source</b>					
General Fund	\$124,501	\$135,566	\$127,801	\$103,876	-23.38%
<b>Total</b>	<b>\$124,501</b>	<b>\$135,566</b>	<b>\$127,801</b>	<b>\$103,876</b>	<b>-23.38%</b>
Full-Time Positions	5.00	5.00	5.00	5.00	0.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Program Information:**

Program Information includes a detailed description of the department and the specific functions and duties.

**Accomplishments:**

The Accomplishments are outlined in bullet format and represent each department’s accomplishments for FY 2010-11.

**Customer Service Performance Indicators:**

Departmental customer service performance indicators for FY 2010-2011 are also outlined in table formats. As part of the city’s ongoing process improvement, each department has identified key customer service performance indicators and targets that will track their customer service to both external and internal customers.

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Return calls for Customer Billing Inquiries	99% within 1 Business Day	90% within 1 Business Day	90% within 1 Business Day

**Statistic and Workload Measures:**

Measures derived in order to provide an indication of the fluctuations in workload. The specific measures have been identified by departments.

**Key Issues:**

FY 2011-12 issues and future issues identified by departments.

**Position Information:**

The Position Information Table provides the departments number of positions approved for the upcoming fiscal year as well as the four prior fiscal years.

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Proposed
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Personnel Technician *	3.00	3.00	3.00	3.00	4.00
Senior Management Analyst	2.00	2.00	2.00	2.00	1.00
Senior Office Assistant - PPT	0.75	0.75	-	-	-
<b>Total</b>	<b>6.75</b>	<b>6.75</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

**Major Contracts:**

Major Contracts are defined as any contract over \$25,000. At the end of each department presentation is a table for all Major Contracts for that entire department.

**New or Replacement Vehicles:**

At the end of each department presentation is a table for all New or Replacement Vehicles.

**Debt Management**

The Debt Management section includes Credit Ratings, Types of Debt Financing Instruments, Legal Debt Margin, and a Summary of Debt Positions.

**Appendix**

The Appendix includes a City Profile, Demographics, Major Employers in the City, the Detailed Staffing for the entire City, the Appropriation Limit, the City Council Resolution Adopting the Budget and Strategic Plan, Indicators, which provide statistical information, Directory of Acronyms, and an Index.

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## *Budget Calendar*

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The Finance Department has a Budget Preparation Manual and a Capital Improvements Plan Manual to assist the departments. The manuals contain and explain policies, procedures, budget schedules which highlights the milestones and due dates, and forms to be used in the budget process.

On January 11, 2011 a special meeting of the City council was held as a Goal Setting Session in order for the Council Members and the Community to provide information to staff as to the goals to be used to build the budget. This workshop and planning session also included a briefing on the status of the current fiscal year budget. A few weeks later the schedule and budget process was distributed to the departments.

Departments were requested to prepare their departmental budgets based on a target that was prepared by the Finance Director. Each department was able to decide how to reduce their individual budgets and provide information as to the effects of those reductions. Each department budget was then reviewed with discussions regarding the impacts to the community. These discussion meetings were held with the City Manager, the Assistant City Manager, the Finance Director, the Human Resource Director and the Financial Services Manager as well as the individual department representatives. This information was then used to build the respective department budgets.

The Folsom Municipal Code requires that the budget for the ensuing fiscal year shall be presented to the City Council on or before the first working day of the last month of each fiscal year. The preliminary budget was presented to the City Council on April 12, 2011. The City Council also held a budget workshop in order for the Council to ask questions of staff, to receive public comment and to review the components of the proposed budget, prior to formal consideration for adoption. Currently the Fiscal Year 2011-12 Budget is calendared to be adopted on June 14, 2011.

Budgets are adopted on a basis consistent with generally accepted accounting principles. The City Council adopts the annual budget submitted by the City Manager prior to the beginning of the new fiscal year. All appropriations lapse at year-end except for those relating to encumbrances, which are approved for carryover to the subsequent year. The City Manager has the authority to make adjustments within departmental budgets. Adjustments between funds require the approval of the City Council.

Budgetary controls are maintained to ensure compliance with the budget as approved by the City Council. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is at the fund and department level.

Department directors and other management staff with budgetary responsibilities are provided with a monthly budget versus actual expenditure report. Quarterly financial statements are prepared for the City Council, which include a budget-to-actual analysis for both revenues and expenditures. Revenue projections are revised as part of the mid-year budget analysis, and appropriations are adjusted, if required.

**January  
2011**

✓ Strategic and Budget Planning Session

<b>February</b>	<ul style="list-style-type: none"><li>✓ Operating Budgets due to Finance Department</li><li>✓ City Manager review begin</li></ul>
<b>March</b>	<ul style="list-style-type: none"><li>✓ Operating Budget prepared</li><li>✓ CIP Budgets due to Finance</li></ul>
<b>April</b>	<ul style="list-style-type: none"><li>✓ Operating Budget presented to City Council</li><li>✓ Workshop held with City Council and Community</li><li>✓ CIP Budget hearings with the City Manager begin</li></ul>
<b>May</b>	<ul style="list-style-type: none"><li>✓ City Council approves Operating Budget</li><li>✓ City Manager presents CIP Budget to City Council</li></ul>
<b>June</b>	<ul style="list-style-type: none"><li>✓ City Council adopts Final Operating and CIP Budget</li><li>✓ Finance Department implements Adopted Budget</li></ul>
<b>Ongoing</b>	<ul style="list-style-type: none"><li>✓ Budget is monitored through quarterly financial statements to City Council</li></ul>



On May 25, 2004, the City Council adopted policies pertaining to the City's finances. Below is a summary of those adopted policies.

## **Financial Plan**

**A. Through the Financial Plan (the budget document), the City will link resources with results by:**

1. Identifying community needs for essential services.
2. Organizing the programs required to provide these essential services.
3. Establishing program policies and goals that define the nature and level of program services required.
4. Identifying activities performed in delivering program services.
5. Proposing objectives for improving the delivery of program services.
6. Identifying and appropriating the resources required in performing program activities, and accomplishing program objectives.
7. Setting standards to measure and evaluate:
  - a. Output of program activities.
  - b. Accomplishment of program objectives.
  - c. Expenditure of program appropriations.

**B. Multi Year Financial Planning:**

In order to determine the effect of current year decisions on the City's future, a five year financial forecast, projecting revenues and expenditures for all operating funds, shall be developed as a part of each year's budget process and shall be updated during the mid year budget review. This tool shall be used as a planning document for developing the budget guidelines and for evaluating the future impact of current year decisions.

**C. Planning for Long Term Liabilities:**

To avoid future financial burdens that could affect financial stability, the City shall proactively plan for potential liabilities, such as leave payouts, pension plans, retiree health costs, state and/or federal unfunded mandates.

**D. Mid-Year Budget Review:**

Approximately six months after the beginning of the fiscal year, the City Council will formally review the City's fiscal condition and amend appropriations if necessary.

**E. Balanced Budget:**

Section 5.05 (f) of the Folsom City Charter prohibits over expenditures. The Charter requires that the total of proposed expenditures shall not exceed the total of estimated revenues plus carried forward fund balance, exclusive of reserves, for any fund.

## **Basis of Accounting and Budget**

Basis of accounting and budget refers to the concept of recognizing the time a transaction has occurred for the purpose of recording that transaction. Below is a description of the various fund descriptions and the related basis of accounting used for both the budget and the City's annual financial report.

### **A. Governmental Funds:**

The governmental funds use a modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Expenditures generally are recorded when a related liability is incurred, as under accrual accounting.

### **B. Proprietary Funds:**

The proprietary funds use a full accrual basis of accounting, which recognizes revenues when earned, and expenses are recorded when a liability is incurred.

### **C. Fiduciary Funds:**

The fiduciary funds are treated according to the nature of the fund. Agency funds are custodial in nature (assets equal liabilities) and do not measure results of operations. Fiduciary funds use a modified accrual basis.

### **D. Account Groups:**

The account groups employed by the City are not funds and do not reflect available financial resources and related liabilities. They are accounting records of the general fixed assets and general long-term debt of the City and are not intended to measure or portray financial flows or net income.

The Annual Budget shall comply with the provisions of Section 5.05 (Budget and Accounting) of the Folsom City Charter and Chapter 3.02 (Budgeting, Accounting and Fiscal Procedures) of the Folsom Municipal Code. The Annual Budget shall meet the following criteria:

### **A. Balanced Budget:**

The City shall maintain a balanced budget. The total of proposed expenditures shall not exceed the total of estimated revenues plus carried forward fund balance, exclusive of reserves, for any fund.

### **B. Structural Balance:**

The Annual Budget shall clearly identify anticipated revenue for all funds for the upcoming fiscal year. Current revenue shall be sufficient to support current expenditures (defined as "structural balance"). Estimates of current revenue shall not include beginning fund balances (whether General Fund, Revenue Funds, or other Specially Designated Funds). Any unreserved fund balance available at the commencement of a fiscal year shall generally be used only to fund capital items in the operating budget or in the capital improvement plan. If projected revenue is insufficient to support projected funding requirements, the City Manager

and Chief Financial Officer may recommend allocation of all or a portion of an unreserved fund balance if it appears that (1) the revenue source leading to the development of the available revenues is likely to remain stable in future years, (2) the expenditure requiring the appropriation of additional revenues is not likely to be recurring, or (3) the City Manager and Chief Financial Officer can otherwise establish an appropriate match of revenue/expenditures that will not lead to structural imbalance in future years.

**C. Appropriations Limit:**

Appropriations in the Annual Budget shall comply with the annual determination of the City's appropriations limit, calculated in accordance with Article XIIB of the Constitution of the State of California and Government Code section 7900.

**D. Operating Carryover:**

Operating program appropriations not spent during the fiscal year shall lapse at year end, except for long term projects in progress that are carried forward to the following year and reserved for encumbrances.

**E. One-Time Revenues:**

One-time revenues shall only be used for one-time expenditures. Prior to allocating any one time revenues, the Chief Financial Officer shall determine that such revenues are not being used to subsidize an imbalance between operating revenues and expenditures. If the Chief Financial Officer determines that one time revenues are needed to correct a structural imbalance, the Chief Financial Officer shall present the City Manager and City Council with a financial forecast demonstrating that the operating deficit will not continue.

**F. Internal Service Funds:**

The City may establish and operate one or more Internal Service Funds. Internal Service Funds shall be created to report any services that are provided to other City departments and the Cost Allocation Plan does not recoup that cost. At the same time that it adopts the budget ordinance, the City Council must approve a balanced financial plan for each Internal Service Fund. A financial plan is balanced when estimated expenditures do not exceed estimated revenue.

**G. Maintenance Accounts:**

Equipment and buildings shall be maintained at reasonable levels to avoid service disruptions, and to achieve maximum useful life, and to ensure safety of employees and the public. Maintenance and replacement funding shall be allocated each year consistent with this policy.

**H. Level of Contingency Appropriations:**

A General Fund Contingency of 1% of total budgeted departmental expenditures shall be budgeted annually. The Contingency Appropriation may be used to provide for unanticipated or unforeseen needs that arise during the year. Funds shall be allocated from the Contingency Fund only after an analysis has been prepared and presented by the Chief Financial Officer and City Manager to the City Council outlining the initial and recurring

costs associated with the proposed expenditure. The Contingency Fund will be exhausted prior to any utilization of Undesignated Fund Balance.

**I. Strategic Plan Objectives:**

The Annual Budget shall establish measurable program objectives consistent with the City's Strategic Plan. The status of major program objectives identified in the Annual Budget and the Strategic Plan shall be formally reported as part of the Quarterly Financial Report.

## **Financial Reporting and Budget Administration**

**A. Annual Financial Reporting:**

Annually, the City prepares a budget and a comprehensive annual financial report. These and all other financial reports are prepared with the informational needs of the public and the City Council in mind, as well as meeting the requirements of generally accepted accounting principles, audit standards and the reporting requirements of other governments.

- *Annual Budget*

The City's annual budget includes a budget message by the City Manager for the ensuing fiscal year. The budget message provides an explanation of the budget in fiscal terms and in terms of the City's work programs, major changes in financial policies, expenditures, revenues and debt position. The budget also contains proposed goals, objectives and appropriations for each fund by organization unit and program. The City's annual budget is prepared under the guidelines of the Government Finance Officer's Association of the United States and Canada (GFOA) Distinguished Budget Presentation Awards Program.

- *Comprehensive Annual Financial Report*

The City prepares a comprehensive annual financial report (CAFR) at the end of each fiscal year. The report contains the independent auditor's report and financial statements of the City, along with operating results, statistical and demographic information about the City. The funds reported in the CAFR are the same funds that are used in the Cities Annual Budget. This report is prepared under the guidelines of the GFOA for Certificate of Achievement for Excellence in Financial Reporting Program. The City has been awarded the Certificate of Achievement by the GFOA for more than twenty consecutive years.

**B. Interim Financial Reporting:**

- *Quarterly Financial Report*

The City Manager and the Finance Director submit a Quarterly Financial Report to the City Council after the end of each quarter during the fiscal year. The report is required under the City Charter, and provides an analysis of budgeted versus actual revenues and appropriations, expenditures and encumbrances on a year-to-date basis.

- *Investment Report*

The City's Treasurer provides monthly investment reports to the City Council on a quarterly basis. These reports include the elements required under the California Government Code Section 53646.

**C. Budget Administration:**

As set forth in the City Charter, prior to the City Council making any supplemental appropriation, the City Manager shall certify that monies in excess of those estimated in the budget are available for appropriation. Any such supplemental appropriation may be made for the fiscal year by resolution up to the amount of any excess.

For emergency appropriations, the City Council, by four-fifths vote only, can make emergency appropriations to respond to a public emergency affecting life, health, public welfare, property or the public peace.

Appropriations may be reduced any time during the fiscal year by the City Council or City Manager if it appears probable that either the revenues or fund balances available will be insufficient to finance the expenditures for which appropriations have been authorized.

The City Manager may transfer monies between departments and divisions, programs and accounts within departments and divisions. All such transfers made by the City Manager are reported in writing quarterly to the City Council. Only the City Council, by resolution, may transfer monies between funds and from unappropriated balances or fund balances to any fund or appropriation account.

**D. Cost Allocation:**

Through meetings with the staff of support departments, a list of services was developed. Time of support department staff was allocated to the sub pools within that department. These allocations were then reviewed numerous times until staff felt comfortable with the allocations. The time allocations were applied to the fully allocated hourly rates developed for each position to arrive at the costs for each sub pool.

Once the costs of each sub-pool was defined, an equitable and easily reproducible means of spreading those costs was developed. Therefore, an allocation factor is developed for each sub pool. The allocation factor varies for each sub pool, depending on what makes sense for the service being provided and also uses data that is, or can be, compiled without creating a major research project for staff. The sub pool costs are then allocated based on the allocation factors. The end result is the cost of the internal support provided to each end user department.

## **Appropriations Limit**

**A. Annual Resolution:**

The City Council annually adopts a resolution establishing the City's appropriations limit calculated in accordance with Article XIIB of the Constitution of the State of California, Section 7900 of the State of California Government Code. A description of the City's appropriation limit for FY 2009-10 is presented in the Appendix of this budget document.

## **Investments**

The City's Statement of Investment Policy is reviewed and adopted annually by the City Council as required under the California Government Code Section 53646. The major objectives of the City's investment policy are as follows:

**A. Safety:**

Investment transactions are made to minimize credit risk and ensure the preservation of capital in the portfolio. The City limits investments to the safest types of investment grade securities and diversifies them among a variety of securities and financial institutions offering independent returns.

**B. Liquidity:**

Sufficient liquidity in the investment portfolio is maintained to enable the City to meet all reasonably anticipated cash flow requirements. Liquidity is accomplished by investing operating funds in primarily shorter-term securities and structuring the portfolio so that investments mature concurrent to meet anticipated demands. Emphasis is placed on securities with low sensitivity to market risk.

**C. Return on Investment:**

Investment earnings are secondary to meeting the basic requirements of safety and liquidity. The investment portfolio is managed to attain a benchmark rate of return throughout budgetary and economic cycles. The benchmark rate of return against which the portfolio's performance is measured is the U.S. Treasury's one-year Treasury note as the weighted average maturity of the City's portfolio typically averages one year or less.

## **Debt Management**

The City's Debt Management Policies are discussed in the Debt Management section of this budget document.

# *Budget Summaries*





## **Introduction**

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operation of each fund is accounted for with a separate set of self-balancing accounts comprised of its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Financial activities are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

Funds used in government are classified into three broad categories: Governmental, Proprietary, and Fiduciary.

- Governmental funds are used to account for tax-supported activities. The City maintains five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.
- Proprietary funds focus on the determination of operating income, cost recovery, financial position and cash flows. The City maintains two different types of proprietary funds: enterprise and internal service funds.
- Fiduciary funds are used in situations where the government is acting in a fiduciary capacity as a trustee or agent.

## **Governmental Funds**

Governmental funds typically are used to account for tax-supported activities.

- A. General Fund:** The General Fund is the primary operating fund of the City. It accounts for all financial resources of the City, except those required to be accounted for in another fund.
- B. Special Revenue Funds:**

Used to record and account for the proceeds of specific revenue sources that are legally restricted by outside entities to expenditures for particular purposes. The use of special revenue funds is permissive and not required, except in the case of accounting for a legally separate entity component unit, such as the Redevelopment Agency. The City's Special Revenue Funds are described below.

  - 1. Community Development Block Grant:** used to account for grants received from the U.S. Department of Housing and Urban Development (HUD). The grants are used for the redevelopment of a viable community by providing decent housing, a suitable living environment, and expanding economic opportunities, principally for persons of low and moderate income.
  - 2. Traffic Congestion Relief:** used to account for revenues and expenditures associated with certain street highway maintenance, rehabilitation, reconstruction and storm damage repair projects.

3. **Transportation System Management:** used to account for revenue and disbursements for study of future traffic needs and receipts from Measure A (0.5 percent) sales tax and expenditures.
4. **Humbug Willow Creek:** used to account for revenues and expenditures related to the planning for the Humbug Willow Creek trail area.
5. **General Plan Amendment:** used to account for fees collected for the update of the general plan.
6. **Tree Planting & Replacement:** used to account for revenues and expenditures related to the mitigation of tree loss in construction.
7. **Folsom Redevelopment Agency:** used to account for the revenue and expenditures of the Redevelopment Agency of the City of Folsom, except for the debt service and bond proceeds.
8. **Park Dedication:** used to account for Quimby Act Fees for park development purposes.
9. **Planning Services:** used to account for impact fees and expenditures of special planning services for developers.
10. **Local Transportation Tax:** used to account for receipts of SB-325 transportation tax monies.
11. **Gas Tax Funds:** used to account for the Highway User’s Tax revenues received from the State of California under Sections 2105, 2106, 2107, and 2107.5 of the Streets and Highways Code. Activities in this fund are restricted to street and road construction and rehabilitation.
12. **Measure A:** used to account for 2009 “New” Measure A revenues received from a .5% sales tax to be used for local transportation purposes.
13. **Energy & Conservation Grant:** used to account for a grant received from the federal government to provide for a reduction in energy use and improve energy efficiency.
14. **Landscaping and Lighting Districts:** used to account for assessments for maintenance pursuant to the 1972 Lighting and Landscaping Act in the following subsidiary funds maintained by the City:
 

Los Cerros	Lakeridge	American River Canyon N
Briggs Ranch	La Collina dal Lago	Willow Springs
Natoma Station	Cobble Ridge	Willow Springs Maint Dist
Folsom Heights	Prairie Oaks Ranch	CFD #12 Maintenance Dist
Broadstone Unit 3	Silverbrook	CFD #13 ARC Maint Dist
Broadstone	Willow Creek East	American River Canyon
Hannaford Cross	Blue Ravine Oaks	The Residences at ARC N
Lake Natoma Shores	Steeplechase	Fieldstone Meadows
Cobble Hill Reflections	Willow Creek South	ARC N. Dist. #3
Sierra Estates		
15. **Police Special Revenue:** used to account for revenues and expenditures related to police grants and reimbursements such as, SLESF, POST, Police Forfeiture 15% and Asset Forfeiture 14607.6 CVC.

16. **Wetlands Special Revenue:** used to account for revenues and expenditures in the following subsidiary funds:
  - Willow Springs Wetlands Preserve
  - Lexington Hills Wetlands Maintenance
  - Willow Creek Wetland Preservation
  - Sierra Estates Open Space Maintenance
  - Prairie Oak Elderbury Open Space Maintenance
  - Natoma Station Wetlands
17. **Other Special Revenue:** used to account for revenues and expenditures in the following subsidiary funds:
  - Folsom Arts and Culture Commission
  - Housing Trust
  - Cultural Events
  - Historical District
  - Sphere of Influence
  - Oaks at Willow Springs

**C. Debt Service Funds:**

These Funds are used to account for the accumulation of resources and the payment of general long-term debt obligations of the City and related entities. Funds included in this category are:

1. **Folsom Community Correctional Facility:** used to account for the debt service on the City of Folsom Certificates of Participation for the former Folsom Community Correctional Facility. This debt obligation is now paid off and the fund will be closed.
2. **General Obligation Bonds for School Facilities:** used to account for the debt service on the General Obligation Bonds issued for school facilities.
3. **Folsom Redevelopment Agency:** used to account for the debt service on the Redevelopment Agency of the City of Folsom, Central Folsom Redevelopment Project Area 1997 Refunding Allocation Bonds.
4. **Folsom Public Financing Authority:** used to account for the proceeds of bonds issued for pooled debt financing for other funds and special assessment districts.
5. **City Park and Traffic Signals:** used to account for the debt service on the City of Folsom Refunding Certificates of Participation for City Park and Signals.
6. **Recreation Facility:** used to account for the debt service on the City of Folsom Certificates of Participation for the Natoma Station Learning Center.
7. **Central Fire Station:** used to account for the debt service on the City of the Folsom Certificates of Participation for the Central Fire Station.
8. **1915 Act Assessment Districts:** used to account for the debt service on the following 1915 Assessment Districts:
  - Folsom South Assessment District Refunding and 1982-1 Nimbus Assessment District.

**D. Capital Project Funds:**

Established to account for financial resources which are used for the acquisition and improvement of major capital facilities (other than the ones that are financed by proprietary and trust funds). Funds included in this category are:

1. **1915 Act Assessment Districts:** used to account for the capital construction proceeds for the 1915 Act Assessment Districts. Construction activity for the following 1915 districts are accounted for in this fund:
  - Prairie Oaks Ranch Assessment District
  - Lake Natoma Shores Assessment District
2. **Mello-Roos Districts:** These funds are used to account for the capital construction proceeds for Mello-Roos Districts. Construction activity for the following Mello-Roos districts accounted for in this fund are:
  - 1995 Empire Ranch (Russell Ranch) Community Facilities District Number 10
  - 2001 Parkway Community Facilities District Number 14
3. **Folsom Redevelopment Agency:** used to account for the construction proceeds of the Redevelopment Agency of the City of Folsom, Central Folsom Redevelopment Project Area Tax Allocation Bonds—1987 Series A and 1991 Series.
4. **Transportation Improvement:** used to account for long-term major road projects financed through developer mitigation charges and to account for construction of light rail transportation projects.
5. **Park Capital Improvement:** used to account for long-term park projects financed through developer mitigation charges; to account for grant monies received for park capital outlay and facilities; and to account for the construction bond proceeds for park improvements.
6. **Police Capital:** used to account for development mitigation fees to finance police capital outlay and facilities.
7. **Fire Capital:** used to account for development mitigation fees to finance fire capital outlay and facilities.
8. **General Capital:** used to account for development mitigation fees to finance general capital outlay and facilities.
9. **Drainage Capital:** used to account for development mitigation fees to finance drainage capital outlay and facilities.
10. **Zoo Improvement:** used to account for construction projects for the zoo.
11. **Light Rail Transportation:** used to account for construction of light rail transportation projects.
12. **Water Impact:** used to account for the estimated cost of providing water system capacity for new development.
13. **Library Development:** used to account for construction of a new library.
14. **Major Capital and Renovation:** used to account for governmental building costs, which will be charged to other funds and accounts, and provide for replacement.

- 15. General Park Equipment Capital:** used to account for development mitigation fees to finance general park equipment.

## **Proprietary Funds**

*Proprietary funds focus on the determination of operating income, cost recovery, financial position and cash flows.*

### **A. Enterprise Funds:**

These funds are used to account for activities that are financed and operated in a manner similar to private business enterprises. Costs are financed or recovered primarily through user charges. These funds include:

- 1. Transit:** used to account for the operation and maintenance of the City's bus system.
- 2. Water:** used to account for the operation and maintenance of the City's water productions, transmission and distribution system.
- 3. Water Capital:** used to account for development mitigation fees to finance major capital improvements such as water treatment plant storage and transmission mains.
- 4. Water Meters:** used to account for funds collected for purchase and sale of water meters.
- 5. Water Revenue Projects:** used to account for the revenue bond proceeds for improvements to the City's water operations.
- 6. Wastewater:** used to account for the operation and maintenance of the City's wastewater collection and transmission system.
- 7. Wastewater Capital:** used to account for development mitigation fees to finance wastewater facilities.
- 8. Facilities Augmentation:** used to account for additional services, including capital improvements of the Folsom South Area Facilities Plan.
- 9. Solid Waste:** used to account for the operation and maintenance of the City's solid waste pick-up operation.
- 10. Solid Waste Capital:** used to account for development mitigation fees to finance solid waste capital outlay and facilities.
- 11. Solid Waste Recycling:** used to account for sale of recycling material by the City.
- 12. Landfill Closure:** used to account for the closure of the Corporation Yard Landfill.

### **B. Internal Service Funds:**

Used to account for the financing of goods and services by one department to others within the government on a cost reimbursement basis.

- 1. Equipment Replacement:** used to account for general governmental equipment, which will be charged to other funds and accounts, and provide for replacement.
- 2. Risk Management:** used to account for insurance costs that are charged to other funds on a per employee basis.

## **Fiduciary Funds**

Fiduciary funds are used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs.

### **A. Agency Funds:**

Agency funds are used to account for situations where the government's role is purely custodial.

- 1. 1915 Act Assessment Districts:** used to account for the various assessments within the City of Folsom pursuant to the 1915 Bond Act.
- 2. Mello-Roos Districts:** used to account for the various Mello-Roos Districts within the City of Folsom.

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# *Major Revenue Description & Projection*

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## **FY 2011-12 Revenue Outlook and Projections**

### **General Fund Revenues**

#### **Property Tax:**

Property Taxes are the largest single tax received by the City and are used for a variety of purposes, at the discretion of the City Council. The FY 2010-11 Budget appropriated \$20,920,000 in Property Tax Revenue for the General Fund and we project that we will receive \$20,000,000, a decrease of 4.4%. This reduced projection is due to a negative CPI factor for the 2010-2011 property tax year. The property tax is a relatively stable source of income, even in a down economic time. While the price of housing has dropped, the sale of houses amounts to less than 5% of the housing stock and a lower property tax does not automatically result from the sale. In addition, while reassessments have continued, this again does not account for a large decrease in the overall value of property in the city. Therefore, we are projecting that the city will receive \$20,000,000 in property tax revenue for FY11, and we are projecting that the city will see a .75% increase in FY12 to \$20,150,600. This is based on the expectation that the economy will have a small positive movement in calendar year 2011 and begin to see some recovery.

Property Tax is also collected for purposes other than those stipulated under Proposition 13. An additional levy, above the one percent Prop 13 property tax, is collected to pay for debt service on voter approved debt. This amount was \$3,303,000 in the FY11 budget. Revenue collected from this source is not used to offset General Fund expenditures. These funds are appropriated directly to a debt service fund for payment of principal and interest on school facilities bonds. The amount proposed for FY12 is \$3,299,056. The amount is less due to the refunding of these bonds during FY10. In addition, the Folsom Cordova Unified School District, the Los Rios Community College District, and the Sacramento Regional County Sanitation District levy funds for debt service. Certain areas of the City of Folsom also have additional levies for debt service by the San Juan Water District, and various City special assessment, Mello-Roos, and landscape and lighting districts.

The City also receives property tax to help fund its ongoing redevelopment activities in the Redevelopment District. This levy is based on the incremental increase in property values within the Redevelopment District since the establishment of the District. In FY10 the Redevelopment Agency received \$7.4 million, 80% for redevelopment and 20% for low income housing. The State of California has withdrawn \$3.2 million of redevelopment funds, over the past two years, to help their fiscal problem and has currently proposed that all Redevelopment Agencies be abolished. It is unknown at this time what The State of California will do as they try to solve their budget problems. However, the estimate for FY11 is \$7.6 million and for FY12 we are projecting \$7,745,000 in tax increment revenue. This is based on 2% growth in the assessed value of the property in the Redevelopment District.

#### **Property Transfer Tax:**

A Property Transfer Tax is imposed on the transfer of real estate over \$500 in value. The County of Sacramento and the City of Folsom each receive 27.5 cents per \$500 value. The FY12 Proposed



Budget includes \$248,600 from this source, which is a decrease from the FY11 estimated amount of \$260,000. It is based on a projection of 720 home sales (or 60 per month) at a median average price of \$350,000 and approximately \$200 million in commercial property transfers. For the first seven months (July, 2010 through January, 2011) of FY11 we have averaged 50 sales per month at a median average price of \$337,300.

**Sales Tax:**

Sales Tax represents the General Fund’s second largest revenue source and is the most volatile source. The City receives monthly sales tax revenue payments based on estimates with quarterly adjustments for actual receipts. The City receives one cent, or 13.79% of the total 8.25 cent statewide Sales Tax levied on each dollar of taxable sales. In addition Sacramento County voters approved a half-cent supplemental Sales Tax in 1988 to fund a twenty-year transportation improvement plan for Sacramento County (Measure A). In 2004 Sacramento County voters renewed the Measure for 30 more years which took effect April 2009 (“New” Measure A). This has resulted in an 8.75% countywide sales tax.

Sales tax revenue can be used for any general purpose, and the City Council has discretion on its allocation. Currently all of the Sales Tax received by the City is used in the General Fund. For FY11, the appropriated revenue from Sales Tax is \$15,414,387, which represents a 12.3% increase from the FY10 actual amount of \$13,716,215. It is estimated that the FY11 sales tax received will total the appropriated amount. In FY10 the state made an adjustment for overpayments in prior years and there were also appeals by other jurisdictions which resulted in a loss to the City. These two factors will not occur in the current fiscal year (FY11).

For FY12 we are proposing revenues of \$15,650,058, which is a 1.60% increase over the projected amount for this fiscal year. The point of sale amount is projected to be up 4.2%. This is based on the assumption that the economy will have a small but positive movement in the second half of the 2011 calendar year and in the first half of 2012. This projection is less than the Legislative Analyst’s Office, which predicts a 5.0% growth in 2011. Listed below is a breakdown of the sales tax category:

	<u>FY11 Budget</u>	<u>FY11 Projected</u>	<u>FY12 Proposed</u>	<u>% Change</u>
Point of Sale	\$13,431,023	\$13,273,736	\$13,833,954	4.2%
State/Co Pool	\$ 1,800,000	\$ 1,915,000	\$ 1,800,000	-6.0%
Less:SBOE	(\$ 152,310)	(\$ 151,887)	(\$ 156,340)	2.9%
Triple Flip	(\$ 3,357,756)	(\$ 3,318,434)	(\$ 3,458,488)	4.2%
Tax Comp	<u>\$ 3,345,865</u>	<u>\$ 3,345,865</u>	<u>\$ 3,285,083</u>	<u>-1.8%</u>
Total	\$15,066,822	\$15,064,280	\$15,304,209	1.6%
Prop 172	<u>\$ 347,565</u>	<u>\$ 331,843</u>	<u>\$ 345,849</u>	<u>4.2%</u>
<b>Grand Total</b>	<b>\$15,414,387</b>	<b>\$15,396,123</b>	<b>\$15,650,058</b>	<b>1.6%</b>

**Transient Occupancy Tax:**

Transient Occupancy Tax (TOT) is imposed on the daily rental price of a room in a lodging facility when used by visitors staying in Folsom for less than 30 days. The TOT for the City is 8% of gross



room receipts and is allocated directly to General Fund functions. In FY10 the City received a total of \$1,109,369. The FY11 budget has adopted \$1,100,000 in TOT revenue. It is estimated that revenue for FY11 will be \$1,200,000 and the proposed TOT revenue for FY12 is \$1,200,000.

In October 2002, the City Council established the Folsom Tourism Business Improvement District (FTBID). FTBID was established to put forth a positive image for Folsom to attract more visitors to the City. With the creation of FTBID the City Council authorized an assessment of 2% of gross room receipts, effective January 2003, on all existing and future hotels within the City having more than 16 rooms. This special assessment is in effect until January 2013. Revenue from this assessment is not available for general fund purposes but rather is to be used by the FTBID to promote tourism for the City. This assessment is estimated at \$240,000 in FY11 of which \$139,810 has been received thru March of this fiscal year. For FY12, \$240,000 has been proposed.

### **Franchise Fees**

Private utility companies pay franchise fees to the City of Folsom in exchange for the use of the City's rights-of-way. Franchise fees are set through Franchise Agreements negotiated between the City and individual utility companies. The City of Folsom currently has a franchise agreement with Pacific Gas & Electric. The City also receives a franchise fee from Comcast Cable Company through an agreement negotiated by the Sacramento Cable Commission. The FY11 General Fund budget for this revenue source is \$545,133 and is anticipated to be received in its entirety. The amount proposed for FY12 is \$545,133.

### **Licenses and Permits**

The Licenses and Permit category reflects revenue generated for licenses and permits issued to conduct business activities within the City's jurisdiction. Building permits are the major source of revenue for the City under this category. These fees are paid by the developers to offset costs of providing construction inspection and plan review services. For FY11 the budgeted amount of license and permits revenue is \$1.5 million. Issuance of business licenses and building permit revenue will be down. It is estimated that the total FY11 revenue from licenses and permits will be \$1,322,226. For FY12 it is proposed that there will be no growth in the value of permits taken and in business licenses. We are proposing FY12 revenue in the amount of \$1,317,000.

## **Intergovernmental Revenues**

### **A. Motor Vehicles License Fee (VLF):**

VLF represents the General Fund's third largest revenue source. The VLF is currently calculated at a percentage of the vehicle's market value, as adjusted for depreciation. These fees are paid annually to the Department of Motor Vehicles at registration and renewal. The fee is imposed by the State "in lieu" of local property taxes on the vehicle.

Of the total VLF revenue generated, 25% is deposited in the VLF account of the Local Revenue Fund for allocation to counties for program realignment. The remaining 75% is allocated as follows: 81.25% is divided equally between cities and counties and apportioned on the basis of population, and 18.75% is allocated to cities and counties for abolished revenues. Growth in local auto sales does not produce increased motor vehicle license fee revenue. Two factors influence the City's share of VLF: the City's population growth relative to all other California

cities; and the overall growth or decline in the number and value of motor vehicles on a statewide basis.

In 1998 the State reduced the VLF actually paid by car owners and has provided a continuous appropriation of State General Fund revenue to backfill local governments to cover the lost revenue created by the reduction of this fee.

**Property Tax/VLF Swap:** Proposition 1A altered the historical funding sources for local governments. The State eliminated \$4.1 billion in Vehicle License Fees (VLF) backfill and decreased the VLF rate from 2 percent to 0.67 percent. Cities and counties receive an equivalent amount of property taxes. In the FY11 budget it is anticipated that the City will receive \$5.2 million from this revenue source. For FY12 this amount is proposed to be \$5.3 million.

**B. Federal/State Revenue and Grants:**

Grants are received from both Federal Agencies and State Agencies and are awarded for specific purposes and generally require some percentage of matching funds. They are generally not budgeted until awarded and become budget amendments. The City expects to receive \$852,964 for various State revenue sources in the 2010-11 fiscal year including law enforcement grants, reimbursement for COPS program, motor vehicle In-Lieu tax, homeowners’ tax relief, vehicle abatements, and State library grants. The City also expects to receive \$620,000 in Federal Grants. We are proposing to receive \$595,000 from various State revenues in the FY12 budget, which includes a reduction in state grant funds for libraries from \$120,000 to \$60,000.

**Charges for Services**

Charges or fees are imposed on the user for a specific service rendered based on the rationale that the benefiting party should bear the cost of the service rather than the general public. Major fees charged for a variety of services provided by the City are listed below by department:

<u>Program</u>	<u>FY10 Actual</u>	<u>FY11 Estimate</u>	<u>FY12 Proposed</u>
Parks&Rec	\$3,946,710	\$3,916,743	\$4,004,722
Fire	\$2,358,391	\$1,985,498	\$2,139,000
ComDev	\$ 893,066	\$1,023,737	\$1,167,690
Gen Gov	\$ 1,094,107	\$ 318,043	\$ 564,798
Public Works	\$ 716,905	\$ 343,412	\$ 80,000
Police	<u>\$ 133,663</u>	<u>\$ 157,729</u>	<u>\$ 159,800</u>
Total:	\$ 9,741,531	\$7,745,162	\$8,116,010

## **Fines and Forfeitures**

The California Vehicle and Penal Codes impose fines and penalties for traffic violations and vehicular parking. These revenues are collected by Sacramento County and a portion is distributed to the City, less an administrative overhead cost. The City has the responsibility for administering and collecting parking citation fees. The FY11 General Fund Budget appropriated revenue for Fines, Forfeitures and Penalty totals of \$356,600. In FY12 we are proposing \$408,900.

## **Interest**

The City earns interest income by investing its cash not immediately required for disbursements. The City's goal is to achieve a market average rate of return throughout budgetary and economic cycles while maintaining the required liquidity to meet cash flow needs, and protecting the safety of those funds. The City's investment portfolio is managed within the parameters stated in the City's Investment Policy. Interest income is distributed to all funds based on their proportionate cash balances. Interest income for the General Fund in FY11 is estimated at \$125,000, based on an average balance of \$55.0 million, earning 1.0% annually, and representing 23% of cash balances. The proposed interest earnings for FY12 is \$229,945, based on an average balance of \$53.0 million, earning 1.45% annually, and representing 30% of cash balances.

## **Transfers from Other Funds**

Each year revenues from other funds are contributed to the General Fund to offset staffing, equipment, and CIP projects. For example, a portion of Gas Tax revenues are contributed to the General Fund to offset the cost of street and other support personnel for road construction projects. For FY12, Transfers from Other Funds is proposed to be \$10,834,322, which is down 5.5% from the FY11 estimate of \$11,474,284. This is primarily the result of declining budgets in all other funds and declining general fund budget levels as well as a reduction from Redevelopment Funds due to uncertainty.

**Enterprise Revenues**

Enterprise funds are used to account for self-supporting activities that provide services on a user-charge basis. For example, the City provides water treatment, water distribution, wastewater collection, and solid waste services to their residents. Users of these services pay utility fees, which the City deposits in an enterprise fund. The Utility funds will be completing a rate study however the budgeted revenues are based on the current rates in all the Utilities. Based on the current rate schedule, the FY12 proposed program revenues for the Utilities are as follows:

<b><u>Utility</u></b>	<b><u>FY10 Actual</u></b>	<b><u>FY11 Projected</u></b>	<b><u>FY12 Proposed</u></b>
Water	\$11,772,857	\$12,131,888	\$12,373,000
Wastewater	\$ 5,907,107	\$ 5,901,665	\$ 5,960,200
Solid Waste	\$ 9,891,864	\$ 9,972,005	\$ 9,988,000

## **Salaries**

Salaries are costs associated with compensation paid to employees of the City. These costs include any cost-of-living adjustments (as provided under memoranda of understanding between the City and employee bargaining units), overtime, part-time, and pay differentials.

## **Benefits**

Benefits are costs associated with the provision of employee benefits, such as the City's contributions for retirement, social security, deferred compensation, group insurance, uniform allowance, and workers' compensation insurance.

## **Operations and Maintenance**

Operations and maintenance costs include supplies and other materials used in the operations of City departments, typically having a unit cost of less than \$5,000, and are consumed during the course of the fiscal year. Such items include stationery, pencils, printed forms, small tools, and books. This section also covers services performed by outside consulting firms; individuals or other City departments; and includes telephone services, office equipment maintenance, insurance, and utilities.

## **Capital Outlay**

Capital Outlay includes expenditures which result in acquisitions of or addition to fixed assets—including furniture, vehicles, machinery and equipment—and the costs necessary to place the capital outlay item into service. A capital outlay expenditure must comprise the following elements: an estimated useful life of one year or more; a unit cost of more than \$5,000; and represent a betterment or improvement.

## **Debt Service**

Debt Service is the cost of the principal and interest due during the fiscal year on debt issued by the City of Folsom or an assessment district.

## **Capital Improvement Plan (CIP)**

CIP includes projects that have a budget of over \$100,000. These projects are funded and constructed over a multiyear period, and are typically improvements to or result in a fixed asset.

## **Transfers Out**

Each year revenues are contributed to funds to offset staffing, equipment, and CIP projects. Such a transaction is considered to be a transfer out in the fund contributing the revenue. This item also includes indirect cost charges that are charged to various funds for General Fund operations.

## Fund Balance Summary

Title	Estimated Fund Balance 6/30/2011	CIP and Operating Revenue	Capital and Operating Expenditures	Use of Fund Balance	Estimated Fund Balance 6/30/2012
<b>General Funds</b>					
General Fund	\$ 5,640,762	\$ 65,375,468	\$ 65,375,468	-	\$ 5,640,762
<b>Subtotal General Funds</b>	<b>\$ 5,640,762</b>	<b>\$ 65,375,468</b>	<b>\$ 65,375,468</b>	<b>\$ -</b>	<b>\$ 5,640,762</b>
<b>Special Revenue Funds</b>					
Community Dev. Block Grant	\$ 146,545	200,000	\$ 200,000	-	\$ 146,545
Traffic Congestion Relief	183,042	-	-	-	183,042
Transportation System Mgmt.	113,711	10,000	25,270	15,270	98,441
Folsom Arts & Culture Commission	11,622	2,100	10,000	7,900	3,722
Housing Trust	1,396,332	20,000	677,871	657,871	738,461
Humbug Willow Creek	(1,331,824)	85,920	85,920	-	(1,331,824)
General Plan	809,577	46,000	405,736	359,736	449,841
Tree Planting & Replacement	1,700,866	45,000	412,250	367,250	1,333,616
RDA Affordable Housing	8,954,315	2,246,889	1,998,456	(248,433)	9,202,748
RDA 80%	4,848,988	6,320,000	6,011,418	(308,582)	5,157,570
Park Dedication	331	-	-	-	331
Planning Services	4,049	-	-	-	4,049
Local Transportation Tax	65,807	42,355	43,235	880	64,927
Historical District	12,634	1,000	1,000	-	12,634
Cultural Events	9,294	-	9,000	9,000	294
Gas Tax 2106	71,922	251,000	309,343	58,343	13,579
Gas Tax 2107	292,149	431,000	378,566	(52,434)	344,583
Gas Tax 2107.5	513,610	537,500	401,715	(135,785)	649,395
Gas Tax 2105	124,383	352,000	442,244	90,244	34,139
Measure A	-	255,200	255,200	-	-
Energy & Conservation Grant	-	48	48	-	-
Los Cerros L & L	117,977	40,000	35,207	(4,793)	122,770
Briggs Ranch L & L	94,661	81,001	55,241	(25,760)	120,421
Natoma Station L & L	132,302	165,000	179,590	14,590	117,712
Folsom Heights L & L	(8,493)	20,300	20,142	(158)	(8,335)
Broadstone Unit 3 L & L	35,735	16,415	8,100	(8,315)	44,050
Broadstone L & L	(153,332)	400,000	240,383	(159,617)	6,285
Hannaford Cross L & L	56,893	21,500	24,841	3,341	53,552
Lake Natoma Shores L & L	66,401	21,500	20,640	(860)	67,261
Cobble Hills/Reflections L & L	133,900	44,000	42,829	(1,171)	135,071
Sierra Estates L & L	3,065	6,084	5,843	(241)	3,306
Lakeridge L & L	172,218	1,200	47,250	46,050	126,168
La Collina dal Lago L & L	19,215	300	19,713	19,413	(198)
Cobble Ridge L & L	55,677	13,900	11,809	(2,091)	57,768
Prairie Oaks Ranch L & L	228,564	197,800	261,390	63,590	164,974

Title	Estimated Fund Balance 6/30/2011	CIP and Operating Revenue	Capital and Operating Expenditures	Use of Fund Balance	Estimated Fund Balance 6/30/2012
Silverbrook L & L	90,528	600	14,609	14,009	76,519
Willow Creek L & L	81,617	60,600	78,281	17,681	63,936
Blue Ravine Oaks L & L	118,085	36,800	25,436	(11,364)	129,449
Steeplechase L & L	82,320	24,600	22,642	(1,958)	84,278
Willow Creek So. L & L	482,192	161,000	119,620	(41,380)	523,572
American River Canyon N. L & L	(68,878)	104,000	-	(104,000)	35,122
Willow Springs L & L	5,793	14,500	3,250	(11,250)	17,043
Willow Springs CFD 11 Mtn Dist.	845,736	130,000	139,783	9,783	835,953
CFD #12 Mtn. Dist.	(35,302)	450,000	288,426	(161,574)	126,272
CFD #13 ARC Mtn. Dist.	16,911	81,632	54,382	(27,250)	44,161
ARC N. L & L Dist. #2	76,893	12,500	11,100	(1,400)	78,293
The Resdncs at ARC, North L & L	37,916	18,648	16,337	(2,311)	40,227
Fieldstone Meadows L&L	5,852	-	-	-	5,852
Sphere of Influence	(10,603)	-	-	-	(10,603)
Oaks at Willow Springs	2,825,231	-	-	-	2,825,231
ARC L & L Dist #3	387,826	183,000	164,128	(18,872)	406,698
Police Special Revenue	1,072,209	30,000	104,174	74,174	998,035
Zoo Trust	58,906	42,341	42,341	-	58,906
Wetland/Open Space Maintenance	36,031	2,500	3,794	1,294	34,737
Police Impound	3,391	-	-	-	3,391
<b>Subtotal Special Revenue Funds</b>	<b>\$ 24,994,790</b>	<b>\$ 13,227,733</b>	<b>\$ 13,728,553</b>	<b>\$ 500,820</b>	<b>\$ 24,493,970</b>
<b>Debt Service Funds</b>					
CCF Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
G O School Facilities Bonds DS	3,456,390	3,319,418	3,319,418	-	3,456,390
Redevelopment DS	3,499,238	5,118,213	5,118,213	-	3,499,238
1982-1 Nimbus AD	777,157	-	2,818	2,818	774,339
Folsom Public Financing Authority	3,573,125	13,404,784	13,404,784	-	3,573,125
Folsom South AD Refunding	222,228	-	806	806	221,422
Traffic Signal Refunding	135,293	65,812	65,812	-	135,293
Recreation Facility COP DS	43,529	63,622	67,651	4,029	39,500
Central Fire Station COP DS	265,202	267,545	269,060	1,515	263,687
<b>Subtotal Debt Service Funds</b>	<b>\$ 11,972,162</b>	<b>\$ 22,239,394</b>	<b>\$ 22,248,562</b>	<b>\$ 9,168</b>	<b>\$ 11,962,994</b>
<b>Capital Project Funds</b>					
Supplemental Park Fee	(42,874)	5,000	15,867	10,867	(53,741)
Park Development	(109,518)	365,920	869,088	503,168	(612,686)
Zoo Capital Projects	(9,416)	42,000	42,000	-	(9,416)
Police Capital	409,364	75,000	247,542	172,542	236,822
Redevelopment Capital Projects	21,056,702	152,753	152,753	-	21,056,702
Fire Capital	2,641,544	90,000	105,093	15,093	2,626,451
General Capital	757,345	106,000	205,095	99,095	658,250
Transportation Improvements	2,874,474	1,716,059	2,252,414	536,355	2,338,119
Drainage Capital	20,588	86,500	174,217	87,717	(67,129)

Title	Estimated Fund Balance 6/30/2011	CIP and Operating Revenue	Capital and Operating Expenditures	Use of Fund Balance	Estimated Fund Balance 6/30/2012
Light Rail Transportation	359,583	53,000	62,076	9,076	350,507
Park Equipment Capital	25,607	8,500	10,266	1,766	23,841
Light Rail	(101,876)	1,587,536	1,604,897	17,361	(119,237)
Water Impact	273,949	15,000	554,886	539,886	(265,937)
Library Development	66,279	274	274	-	66,279
Major Capital & Renovation	68,212	257	257	-	68,212
Prairie Oak 1915 AD	-	-	-	-	-
CFD #10 Russell Ranch	2,711,647	99	99	-	2,711,647
CFD #14 Parkway II	929,234	-	-	-	929,234
<b>Subtotal Capital Project Funds</b>	<b>\$ 13,815,289</b>	<b>\$ 4,303,898</b>	<b>\$ 6,296,824</b>	<b>\$ 1,992,926</b>	<b>\$ 11,822,363</b>
<b>Enterprise Funds</b>					
Transit	1,347,106	1,877,939	1,812,357	(65,582)	1,412,688
Utilities Admin	-	99,141	99,141	-	-
Water	68,634,697	12,900,000	12,545,488	(354,512)	68,989,209
Water Capital	12,654	5,292	18,921	13,629	(975)
Water Meters	325,919	32,034	27,034	(5,000)	330,919
Wastewater	37,212,403	5,990,200	5,564,176	(426,024)	37,638,427
Wastewater Capital	52,459	-	2,070	2,070	50,389
Critical Augmentation	458,187	3,500	1,540	(1,960)	460,147
General Augmentation	(131,159)	4,500	2,303	(2,197)	(128,962)
Solid Waste	1,041,404	10,054,500	9,101,229	(953,271)	1,994,675
Solid Waste Capital	84,806	1,000	103,867	102,867	(18,061)
Landfill Closure	(11,540)	100,000	100,000	-	(11,540)
<b>Subtotal Enterprise Funds</b>	<b>\$ 109,026,936</b>	<b>\$ 31,068,106</b>	<b>\$ 29,378,126</b>	<b>\$ (1,689,980)</b>	<b>\$ 110,716,916</b>
<b>Internal Service Funds</b>					
Equipment Replacement	\$ 1,518,730	\$ 8,500	\$ 5,748	\$ (2,752)	\$ 1,521,482
Risk Management	5,768,201	12,698,910	12,938,336	239,426	5,528,775
<b>Subtotal Internal Service Funds</b>	<b>\$ 7,286,931</b>	<b>\$ 12,707,410</b>	<b>\$ 12,944,084</b>	<b>\$ 236,674</b>	<b>\$ 7,050,257</b>
<b>Trust Funds</b>					
Mello-Roos Agency Funds	\$ -	\$ 16,113,889	\$ 16,062,975	\$ (50,914)	\$ 50,914
<b>Subtotal Trust Funds</b>	<b>\$ -</b>	<b>\$ 16,113,889</b>	<b>\$ 16,062,975</b>	<b>\$ (50,914)</b>	<b>\$ 50,914</b>
<b>Total Funds</b>	<b>\$ 172,736,870</b>	<b>\$ 165,035,898</b>	<b>\$ 166,034,592</b>	<b>\$ 998,694</b>	<b>\$ 171,738,176</b>



## Historical Revenue Summary

Description	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Estimate	FY 2011-12 Adopted
<b>General Funds</b>						
General Fund	\$ 82,690,384	\$ 81,475,833	\$ 66,496,321	\$ 67,079,166	\$ 66,810,343	\$ 65,375,468
<b>Subtotal General Funds</b>	<b>\$ 82,690,384</b>	<b>\$ 81,475,833</b>	<b>\$ 66,496,321</b>	<b>\$ 67,079,166</b>	<b>\$ 66,810,343</b>	<b>\$ 65,375,468</b>
<b>Special Revenue Funds</b>						
Community Dev. Block Grant	\$ 316,455	\$ 246,211	\$ 226,813	\$ 377,148	\$ 228,944	\$ 400,000
Traffic Congestion Relief	25,850	615,600	649,801	-	1,000	-
Traffic System Mgmt.	40,821	153,701	24,965	330,000	3,872	25,270
Folsom Arts & Culture Commission	24,579	2,334	2,170	10,000	2,624	10,000
Housing Trust	267,321	439,676	121,664	240,000	31,212	733,267
Humbug Willow Creek	367,554	773,585	1,195,158	1,640,414	795,486	100,920
General Plan	93,830	94,748	42,269	403,926	43,370	405,736
Tree Planting & Replacement	322,403	53,596	88,832	396,920	67,318	431,949
RDA Affordable Housing	1,568,887	1,628,927	3,072,153	2,763,707	1,565,126	2,122,404
RDA 80%	6,498,167	6,492,704	5,991,852	6,832,833	6,344,350	7,432,218
Park Dedication	214,701	70,871	1,517	420	164	-
Miscellaneous Grants	4,146	-	-	-	-	-
Planning Services	143,886	343,712	60,006	1,211	23,375	-
Local Transportation Tax	50,299	50,531	40,903	30,797	32,969	43,235
Historical District	(448)	6,088	2,777	1,000	2,140	1,000
Cultural Events	540	212	84	9,000	100	9,000
Sponsorship - Lembi Aquatic Ctr	-	-	-	-	-	-
Gas Tax 2106	309,870	287,881	281,849	294,781	266,821	309,343
Gas Tax 2107	583,870	538,686	524,664	500,486	513,567	378,566
Gas Tax 2107.5	9,204	9,271	7,618	7,504	510,239	401,715
Gas Tax 2105	426,460	405,783	393,974	388,736	441,526	442,244
Measure A	-	-	1,628,227	1,832,656	1,832,656	1,334,402
Energy & Conservation Grant	-	-	9,587	655,100	655,100	48
Los Cerros L & L	46,793	44,645	42,097	47,710	42,018	35,207
Briggs Ranch L & L	87,804	99,818	81,569	84,591	81,355	55,241
Natoma Station L & L	215,933	185,253	178,673	172,029	203,910	179,590
Folsom Heights L & L	22,800	23,902	20,002	25,509	20,300	20,142
Broadstone Unit 3 L & L	16,592	16,354	16,679	10,682	16,679	8,100
Broadstone L & L	400,588	429,199	386,548	296,078	417,018	240,383
Hannaford Cross L & L	22,161	23,893	20,552	24,828	20,444	24,841
Lake Natoma Shores L & L	23,208	22,353	21,434	22,486	21,339	20,640
Cobble Hills/Reflections L & L	50,582	62,261	45,122	51,069	45,239	42,829
Sierra Estates L & L	6,677	7,024	7,128	7,451	7,175	5,843
Lakeridge L & L	49,287	100,141	1,750	62,314	1,942	47,250
La Collina dal Lago L & L	22,645	20,954	2,385	38,233	366	19,713
Cobble Ridge L & L	15,464	15,394	14,045	14,288	14,177	11,809
Prairie Oaks Ranch L & L	218,314	210,747	201,803	200,313	199,450	261,390
Silverbrook L & L	4,379	2,227	779	18,338	17,697	14,609
Willow Creek L & L	64,440	63,012	79,016	67,574	60,715	78,281

Description	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Estimate	FY 2011-12 Adopted
Blue Ravine Oaks L & L	39,740	42,954	37,500	36,190	37,077	25,436
Steeplechase L & L	28,337	28,437	25,284	27,003	25,048	22,642
Willow Creek So. L & L	182,305	172,215	257,494	158,116	164,758	119,620
American Rv Canyon N. L & L	102,991	123,353	103,655	102,644	103,558	-
Willow Springs L & L	14,828	14,644	14,419	5,276	14,548	3,250
Willow Springs CFD 11 Mtn. Dist.	146,569	35,212	252,299	142,229	169,907	139,783
CFD #12 Mtn. Dist.	455,809	458,682	477,523	411,183	450,673	288,426
CFD #13 ARC Mtn. Dist.	89,444	82,009	82,685	82,252	81,501	54,382
ARC N. L & L Dist. #2	14,409	13,797	13,084	25,190	13,246	11,100
The Residences at ARC, North	8,829	11,644	15,754	23,185	18,914	16,337
Fieldstone Meadows L & L	533	252	105	17,221	90	-
Sphere of Influence	887,319	1,116,860	1,150,088	-	772,118	-
Oaks at Willow Springs	111,267	45,838	20,622	-	30,376	-
ARC N. L & L Dist. #3	178,674	182,800	182,944	163,850	183,192	164,128
Police Special Revenue	265,496	169,768	165,231	260,799	46,592	104,174
Zoo Special Revenue	293,217	149,899	67,983	15,388	21,500	42,341
Wetland Open Space Maintenance	11,678	6,357	2,880	5,829	3,326	6,294
Police Impound	1,117	1,060	505	-	642	-
<b>Subtotal Special Revenue Funds</b>	<b>\$ 15,368,623</b>	<b>\$ 16,197,072</b>	<b>\$ 18,356,520</b>	<b>\$ 19,336,487</b>	<b>\$ 16,668,848</b>	<b>\$ 16,645,098</b>
<b>Debt Service Funds</b>						
CCF Debt Service	\$ 1,209,165	\$ 1,206,330	\$ 1,044,589	\$ 252,321	\$ 248,962	\$ -
G O School Facilities Bonds DS	3,316,674	3,595,587	14,202,064	3,317,717	3,303,263	3,319,418
Redevelopment DS	1,994,858	1,904,552	20,008,799	2,557,762	2,565,688	5,118,213
Folsom South AD Refunding	8,375	4,522	2,016	557	2,378	806
1982-1 Nimbus AD	29,170	15,812	7,050	1,948	8,312	2,818
Folsom Public Financing Authority	7,531,343	20,510,535	6,288,774	11,152,059	11,153,859	13,404,784
Traffic Signal Refunding	39,231	57,543	56,464	35,584	56,061	65,812
Recreation Facility COP DS	60,354	64,320	68,838	62,646	63,497	67,651
Central Fire Station COP DS	278,456	310,695	269,804	268,244	267,726	269,060
<b>Subtotal Debt Service Funds</b>	<b>\$ 14,467,627</b>	<b>\$ 27,669,895</b>	<b>\$ 41,948,398</b>	<b>\$ 17,648,838</b>	<b>\$ 17,669,746</b>	<b>\$ 22,248,562</b>
<b>Capital Project Funds</b>						
Supplemental Park Fee	\$ 72,706	\$ 40,583	\$ 45,707	\$ 32,217	\$ 4,416	\$ 15,867
Park Improvements	1,231,507	596,927	1,050,455	1,148,600	383,247	1,098,157
Zoo Capital Projects	1,095,309	30,740	68,857	10,000	44,000	42,000
Police Capital	239,388	532,338	137,481	247,141	45,260	247,542
Redevelopment Capital Projects	1,013,527	2,428,817	16,120,390	19,813,616	915,751	1,747,753
Fire Capital	924,685	667,523	154,874	176,808	97,772	105,093
General Capital	243,206	492,929	206,801	101,123	113,838	205,095
Transportation Improvements	17,418,315	21,760,162	3,405,501	8,658,378	1,837,174	7,214,095
Drainage Capital	398,394	324,628	354,823	179,295	70,790	174,217
Light Rail Transportation	131,258	164,427	86,580	82,512	46,819	112,076
General Park Equipment Capital	11,995	20,777	15,679	33,276	6,764	10,266

Description	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Estimate	FY 2011-12 Adopted
Light Rail	1,447,574	1,119,844	1,573,121	1,036,742	1,358,098	1,604,897
Water Impact	359,921	190,317	144,216	561,878	67,400	554,886
Library Development	1,112,327	304,514	1,131	3,271	684	274
Major Capital and Renovation	8,769	2,505	683	2,557	372	257
Prairie Oak 1915 AD	7,446	342	1	-	-	-
CFD #10 Russell Ranch	3,495,033	37,394	228,857	162	142	99
CFD #14 Parkway II	206,759	459,314	2,593	592	-	-
<b>Subtotal Capital Project Funds</b>	<b>\$ 29,418,119</b>	<b>\$ 29,174,079</b>	<b>\$ 23,597,750</b>	<b>\$ 32,088,168</b>	<b>\$ 4,992,527</b>	<b>\$ 13,132,574</b>
<b>Enterprise Funds</b>						
Transit	\$ 3,325,718	2,475,075	\$ 1,882,612	\$ 2,032,819	\$ 1,933,352	\$ 1,812,357
Utilities - Admin	1,547,614	1,981,967	906,903	214,989	214,833	99,141
Water	15,788,823	15,260,481	15,556,642	12,693,569	12,158,314	12,545,488
Water Capital	577,535	727,659	365,687	745,135	176,268	18,921
Water Meters	46,668	76,247	36,183	27,810	24,866	27,034
Wastewater	7,131,998	6,071,996	5,980,496	5,449,319	5,879,014	5,564,176
Wastewater Capital	59,569	90,577	54,614	501,303	59,802	2,070
Critical Augmentation	17,229	9,277	4,147	1,943	4,904	1,540
General Augmentation	33,229	15,737	5,430	8,109	6,228	2,303
Solid Waste	10,722,854	10,133,345	10,074,879	9,026,297	9,799,943	9,101,229
Solid Waste Capital	143,840	67,111	60,109	107,009	33,220	103,867
Landfill Closure	-	-	1,941,969	100,000	99,627	100,000
<b>Subtotal Enterprise Funds</b>	<b>\$ 39,395,076</b>	<b>\$ 36,909,472</b>	<b>\$ 36,869,671</b>	<b>\$ 30,908,302</b>	<b>\$ 30,390,371</b>	<b>\$ 29,378,126</b>
<b>Internal Service Funds</b>						
Equipment Replacement	\$ 77,665	38,569	\$ (10,462)	\$ 32,930	\$ 11,820	\$ 5,748
Risk Management	-	-	15,555,053	12,813,997	12,855,085	12,938,336
<b>Subtotal Internal Service Funds</b>	<b>\$ 77,665</b>	<b>\$ 38,569</b>	<b>\$ 15,544,591</b>	<b>\$ 12,846,927</b>	<b>\$ 12,866,905</b>	<b>\$ 12,944,084</b>
<b>Agency Funds</b>						
1915 Act Assessment Districts	\$ 3,224,689	\$ 3,476,711	\$ 3,180,578	\$ 3,037,749	\$ 3,037,749	\$ 3,042,844
Mello-Roos Assessment Districts	83,956,096	13,542,865	25,848,072	13,201,671	13,201,671	13,020,131
<b>Subtotal Trust Funds</b>	<b>\$ 87,180,785</b>	<b>\$ 17,019,577</b>	<b>\$ 29,028,650</b>	<b>\$ 16,239,420</b>	<b>\$ 16,239,420</b>	<b>\$ 16,062,975</b>
<b>Total Combined Budget</b>	<b>\$ 268,598,280</b>	<b>\$ 208,484,496</b>	<b>\$ 231,841,901</b>	<b>\$ 196,147,308</b>	<b>\$ 165,638,160</b>	<b>\$ 175,786,887</b>

# Historical Expenditure Summary

Description	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Estimate	FY 2011-12 Proposed
<b>General Funds</b>						
General Fund	\$ 90,855,976	\$ 83,286,323	\$ 74,363,485	\$ 67,079,166	\$ 68,437,068	\$ 65,375,468
<b>Subtotal General Funds</b>	<b>\$ 90,855,976</b>	<b>\$ 83,286,323</b>	<b>\$ 74,363,485</b>	<b>\$ 67,079,166</b>	<b>\$ 68,437,068</b>	<b>\$ 65,375,468</b>
<b>Special Revenue Funds</b>						
Community Dev. Block Grant	\$ 260,390	\$ 80,545	\$ 119,848	\$ 377,148	\$ 322,860	\$ 200,000
Traffic Congestion Relief	689,904	1,109	1,087,406	-	-	-
Traffic System Mgmt.	64,453	5,375	70,462	330,000	27,227	25,270
Folsom Arts & Culture Commission	7,756	15,500	11,722	10,000	150	10,000
Housing Trust	73,508	10,310	1,839,701	240,000	254,854	677,871
Humbug Willow Creek	987,232	728,747	1,195,158	1,640,414	779,472	85,920
General Plan	94,275	72,043	80,103	403,926	48,926	405,736
Tree Planting & Replacement	196,374	235,406	454,496	396,920	415,319	412,250
RDA Affordable Housing	868,440	1,190,636	556,459	2,763,707	1,643,145	1,998,456
RDA 80%	4,959,484	10,764,985	8,445,537	6,832,833	8,087,079	6,011,418
Park Dedication	510,170	1,402	1,511	420	165,210	-
Miscellaneous Grants	304	141,322	-	-	-	-
Planning Services	144,215	697,688	59,675	1,211	21,001	-
Local Transportation Tax	53,727	88,192	32,844	30,797	30,797	43,235
Historical District	1,132	875	609	1,000	1,000	1,000
Cultural Events	3,545	2,601	-	9,000	-	9,000
Sponsorship - Lembi Aquatic Ctr	38,197	402,208	-	-	-	-
Gas Tax 2106	279,581	428,723	494,251	294,781	294,781	309,343
Gas Tax 2107	664,938	563,002	645,436	500,486	300,486	378,566
Gas Tax 2107.5	40,073	7,558	125	7,504	7,500	401,715
Gas Tax 2105	106,711	436,641	512,803	388,736	388,736	442,244
Measure A	-	-	1,718,378	1,832,656	1,485,869	255,200
Energy & Conservation Grant	-	-	9,587	655,100	655,100	48
Los Cerros L & L	34,950	28,760	101,024	47,710	54,228	35,207
Briggs Ranch L & L	94,386	124,529	105,234	84,591	83,531	55,241
Natoma Station L & L	247,201	246,315	260,075	172,029	190,918	179,590
Folsom Heights L & L	60,123	55,604	36,289	25,509	23,487	20,142
Broadstone Unit 3 L & L	46,214	14,139	12,435	10,682	8,558	8,100
Broadstone L & L	620,534	599,252	378,622	296,078	406,326	240,383
Hannaford Cross L & L	27,371	15,277	23,946	24,828	19,354	24,841
Lake Natoma Shores L & L	31,146	12,359	27,325	22,486	14,250	20,640
Cobble Hills/Reflections L & L	60,663	27,471	99,145	51,069	49,688	42,829
Sierra Estates L & L	7,829	9,373	7,714	7,451	6,545	5,843
Lakeridge L & L	13,548	9,639	9,071	62,314	15,950	47,250
La Collina dal Lago L & L	23,969	29,597	25,448	38,233	26,727	19,713
Cobble Ridge L & L	6,463	18,030	12,365	14,288	12,429	11,809
Prairie Oaks Ranch L & L	253,492	265,332	246,819	200,313	203,428	261,390
Silverbrook L & L	4,338	23,632	9,830	18,338	7,468	14,609
Willow Creek L & L	55,530	114,771	57,546	67,574	63,477	78,281

Description	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Estimate	FY 2011-12 Adopted
Blue Ravine Oaks L & L	51,028	37,384	33,298	36,190	24,780	25,436
Steeplechase L & L	23,053	53,359	26,255	27,003	24,963	22,642
Willow Creek So. L & L	196,498	350,352	165,031	158,116	144,749	119,620
American Rv Canyon N. L & L	144,282	128,502	104,155	102,644	131,642	-
Willow Springs L & L	23,777	23,495	17,379	5,276	9,658	3,250
Willow Springs CFD 11 Mtn. Dist.	183,985	103,596	112,352	142,229	66,713	139,783
CFD #12 Mtn. Dist.	659,823	749,138	557,588	411,183	489,576	288,426
CFD #13 ARC Mtn. Dist.	81,518	139,122	80,250	82,252	76,724	54,382
ARC N. L & L Dist. #2	6,520	6,887	7,557	25,190	7,314	11,100
The Residences at ARC, North L & L	9,959	12,960	12,202	23,185	15,469	16,337
Fieldstone Meadows L & L	2,733	-	2,454	17,221	4,163	-
Sphere of Influence	778,620	1,217,050	1,055,930	-	742,168	-
Oaks at Willow Springs	-	150,000	-	-	-	-
ARC N. L & L Dist. #3	81,662	89,301	100,083	163,850	68,736	164,128
Police Special Revenue	47,466	45,523	59,703	260,799	34,073	104,174
Zoo Special Revenue	481,075	582,464	128,453	15,388	59,388	42,341
Wetland Open Space Maintenance	3,560	1,808	10,448	5,829	8,317	6,294
Police Impound	-	-	-	-	-	-
<b>Subtotal Special Revenue Funds</b>	<b>\$ 14,407,726</b>	<b>\$ 21,159,883</b>	<b>\$ 21,222,137</b>	<b>\$ 19,336,487</b>	<b>\$ 18,024,306</b>	<b>\$ 16,645,098</b>
<b>Debt Service Funds</b>						
CCF Debt Service	\$ 1,222,857	\$ 1,218,444	\$ 1,217,365	\$ 252,321	\$ 252,321	\$ -
G O School Facilities Bonds DS	3,476,916	3,474,911	14,317,284	3,317,717	3,317,717	3,319,418
Redevelopment DS	1,869,043	1,883,837	19,995,820	2,557,762	2,557,762	5,118,213
Folsom South AD Refunding	1,614	746	804	557	557	806
1982-1 Nimbus AD	2,135	2,596	2,799	1,948	1,948	2,818
Folsom Public Financing Authority	8,402,485	19,554,199	6,115,784	11,152,059	11,152,059	13,404,784
Traffic Signal Refunding	37,699	34,926	34,865	35,584	55,584	65,812
Recreation Facility COP DS	61,866	63,530	63,142	62,646	62,646	67,651
Central Fire Station COP DS	268,494	271,249	271,730	268,244	268,244	269,060
<b>Subtotal Debt Service Funds</b>	<b>\$ 15,343,108</b>	<b>\$ 26,504,439</b>	<b>\$ 42,019,593</b>	<b>\$ 17,648,838</b>	<b>\$ 17,668,838</b>	<b>\$ 22,248,562</b>
<b>Capital Project Funds</b>						
Supplemental Park Fee	\$ 2,164	\$ 2,701	\$ 865,732	\$ 32,217	\$ 99,398	\$ 15,867
Park Improvements	2,484,509	1,226,000	2,482,755	1,148,600	2,136,215	1,098,157
Zoo Capital Projects	730,117	288,782	52,329	10,000	53,415	42,000
Police Capital	249,663	246,717	246,827	247,141	247,141	247,542
Redevelopment Capital Projects	9,726,275	4,093,421	3,738,615	19,813,616	10,182,290	1,747,753
Fire Capital	80,219	151,094	53,258	176,808	76,808	105,093
General Capital	644,262	1,009	1,088	101,123	3,790	205,095
Transportation Improvements	12,073,697	15,248,797	6,018,560	8,658,378	5,108,387	7,214,095
Drainage Capital	392,989	1,199,485	364,012	179,295	179,295	174,217
Light Rail Transportation	396,075	187,259	36,534	82,512	107,850	112,076
General Park Equipment Capital	12,712	106	114	33,276	26,541	10,266

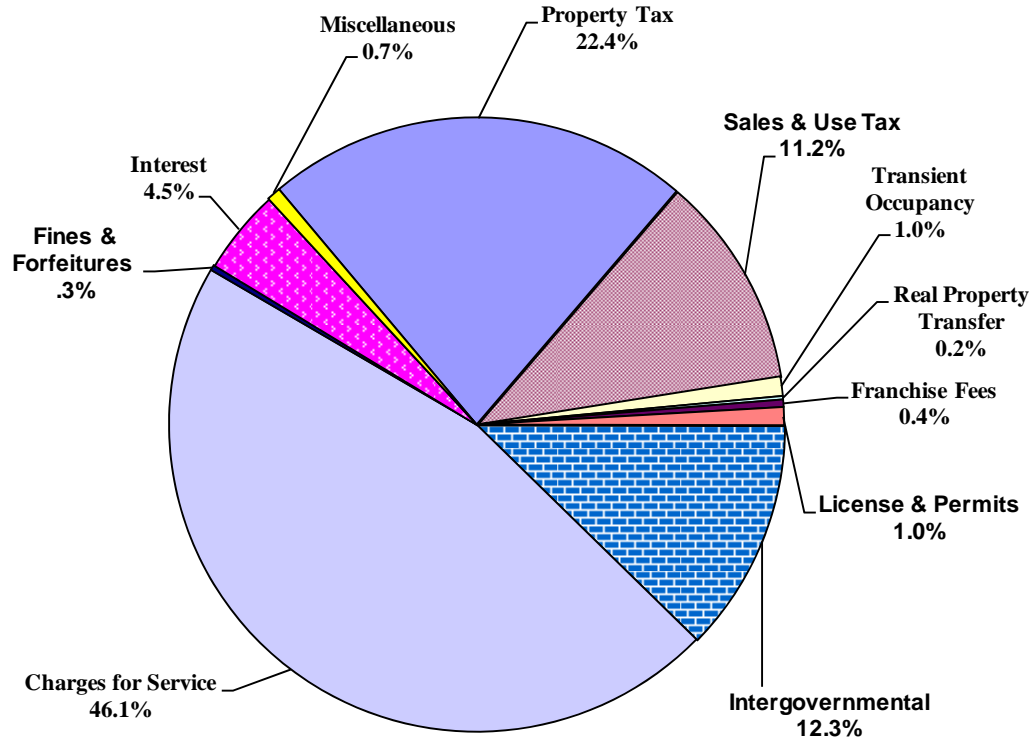
Description	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Estimate	FY 2011-12 Adopted
Light Rail	1,404,912	1,046,562	1,620,677	1,036,742	1,410,698	1,604,897
Water Impact	22,473	738,451	3,466,524	561,878	1,121,878	554,886
Library Development	403,800	200,575	97,737	3,271	4,756	274
Major Capital and Renovation	108,308	98,961	8,111	2,557	2,557	257
Prairie Oak 1915 AD	-	181,383	-	-	-	-
CFD #10 Russell Ranch	2,967,316	9,720	7,094	162	162	99
CFD #14 Parkway II	128,407	282,102	9,021	592	20,672	-
<b>Subtotal Capital Project Funds</b>	<b>\$ 31,827,897</b>	<b>\$ 25,203,126</b>	<b>\$ 19,068,988</b>	<b>\$ 32,088,168</b>	<b>\$ 20,781,853</b>	<b>\$ 13,132,574</b>
<b>Enterprise Funds</b>						
Transit	\$ 2,767,535	\$ 2,594,085	\$ 2,435,022	\$ 2,032,819	\$ 2,239,577	\$ 1,812,357
Utilities - Admin	1,637,940.60	1,973,424	1,046,121	214,989	78,417	99,141
Water	14,761,735	17,883,330	18,230,448	12,693,569	15,930,167	12,545,488
Water Capital	680,835	1,647,886	1,119,279	745,135	960,356	18,921
Water Meters	6,569	3,133	26,189	27,810	27,810	27,034
Wastewater	5,650,143	6,953,018	5,602,647	5,449,319	7,697,898	5,564,176
Wastewater Capital	5,746	2,258	1,624	501,303	505,491	2,070
Critical Augmentation	10,282	1,790	(1,489)	1,943	1,943	1,540
General Augmentation	57,003	219,753	18,173	8,109	8,109	2,303
Solid Waste	10,145,008	11,098,045	9,980,047	9,026,297	10,278,409	9,101,229
Solid Waste Capital	204,550	142,075	99,492	107,009	107,009	103,867
Landfill Closure	-	-	1,849,847	100,000	101,847	100,000
<b>Subtotal Enterprise Funds</b>	<b>\$ 35,927,346</b>	<b>\$ 42,518,796</b>	<b>\$ 40,407,400</b>	<b>\$ 30,908,302</b>	<b>\$ 37,937,033</b>	<b>\$ 29,378,126</b>
<b>Internal Service Fund</b>						
Equipment Replacement	\$ 488,405	\$ 607,708	\$ 539,693	\$ 32,930	\$ 109,688	\$ 5,748
Risk Management	-	-	11,237,237	\$ 12,813,997	11,790,724	\$ 12,938,336
<b>Subtotal Internal Service Fund</b>	<b>\$ 488,405</b>	<b>\$ 607,708</b>	<b>\$ 11,776,930</b>	<b>\$ 12,846,927</b>	<b>\$ 11,900,412</b>	<b>\$ 12,944,084</b>
<b>Agency Funds</b>						
1915 Act Assessment Districts	\$ 3,125,266	\$ 4,744,892	\$ 3,048,974	\$ 3,037,749	\$ 3,037,749	\$ 3,042,844
Mello-Roos Assessment Districts	65,398,382	13,090,820	26,120,696	13,201,671	13,201,671	13,020,131
<b>Subtotal Trust Funds</b>	<b>\$ 68,523,648</b>	<b>\$ 17,835,712</b>	<b>\$ 29,169,670</b>	<b>\$ 16,239,420</b>	<b>\$ 16,239,420</b>	<b>\$ 16,062,975</b>
<b>Total Combined Budget</b>	<b>\$ 257,374,106</b>	<b>\$ 217,115,986</b>	<b>\$ 238,028,203</b>	<b>\$ 196,147,308</b>	<b>\$ 190,988,930</b>	<b>\$ 175,786,887</b>

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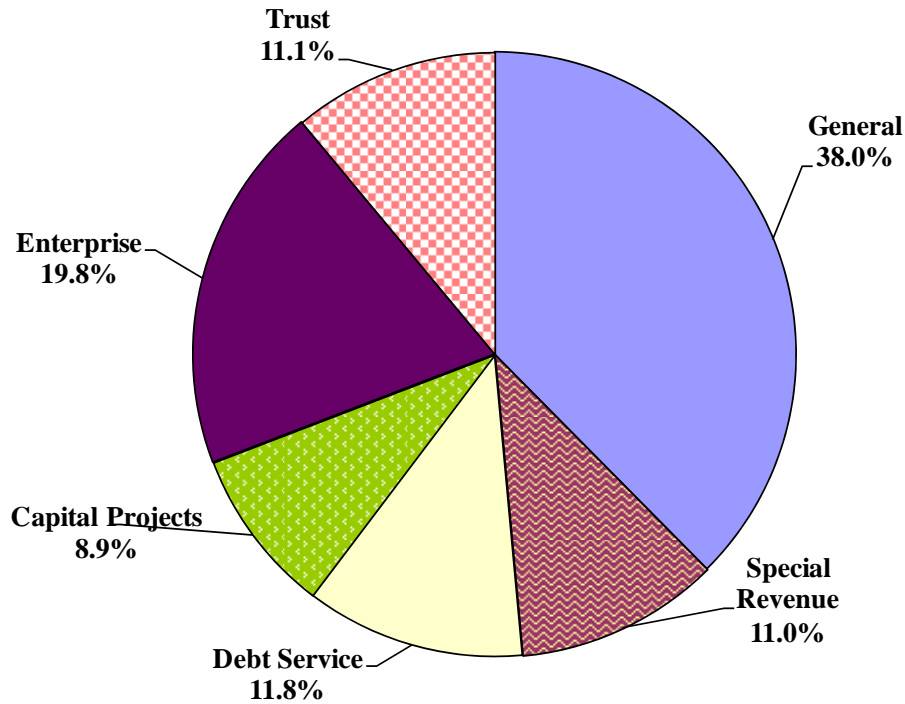
# Summary of Revenues by Fund

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## Summary of Type of Revenues (excluding Transfers) by all Funds



## Summary of Revenues (excluding Transfers) by Fund Type



**City of Folsom FY 2011-12 Final Budget**

<b>Funds</b>	<b>Property Tax</b>	<b>Sales &amp; Use Tax</b>	<b>Transient Occupancy</b>	<b>Real Prop Transfer</b>	<b>Franchise Fees</b>	<b>License &amp; Permits</b>	<b>Inter Gov't Revenues</b>
<b>General Fund</b>							
General Fund	\$ 20,150,600	\$ 15,650,058	\$ 1,440,000	\$ 248,600	\$ 545,133	\$ 1,317,000	\$ 5,895,000
<b>Subtotal General Funds</b>	<b>\$ 20,150,600</b>	<b>\$ 15,650,058</b>	<b>\$ 1,440,000</b>	<b>\$ 248,600</b>	<b>\$ 545,133</b>	<b>\$ 1,317,000</b>	<b>\$ 5,895,000</b>
<b>Special Revenue Funds</b>							
Community Development Block Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Traffic Congestion Relief	-	-	-	-	-	-	-
Traffic System Management	-	-	-	-	-	-	10,000
Folsom Arts & Culture Commission	-	-	-	-	-	-	-
Housing Trust	-	-	-	-	-	-	-
Humbug Willow Creek	-	-	-	-	-	-	100,920
General Plan	-	-	-	-	-	-	-
Tree Planting & Replacement	-	-	-	-	-	-	-
RDA Affordable Housing	1,545,000	-	-	-	-	-	-
RDA 80%	6,200,000	-	-	-	-	-	-
Park Dedication	-	-	-	-	-	-	-
Miscellaneous Grants	-	-	-	-	-	-	-
Planning Services	-	-	-	-	-	-	-
Local Transportation Tax	-	-	-	-	-	-	41,755
Historical District	-	-	-	-	-	1,000	-
Cultural Events	-	-	-	-	-	-	-
Gas Tax 2106	-	-	-	-	-	-	250,000
Gas Tax 2107	-	-	-	-	-	-	430,000
Gas Tax 2107.5	-	-	-	-	-	-	537,500
Gas Tax 2105	-	-	-	-	-	-	350,000
New Measure A	-	-	-	-	-	-	1,334,402
Energy & Conservation Grant	-	-	-	-	-	-	48
Los Cerros L & L	-	-	-	-	-	-	-
Briggs Ranch L & L	-	-	-	-	-	-	-
Natoma Station L & L	-	-	-	-	-	-	-
Folsom Heights L & L	-	-	-	-	-	-	-
Broadstone Unit 3 L & L	-	-	-	-	-	-	-
Broadstone L & L	-	-	-	-	-	-	-
Hannaford Cross L & L	-	-	-	-	-	-	-
Lake Natoma Shores L & L	-	-	-	-	-	-	-
Cobble Hills/Reflections L & L	-	-	-	-	-	-	-
Sierra Estates L & L	-	-	-	-	-	-	-
Lakeridge L & L	-	-	-	-	-	-	-
La Collina dal Lago L & L	-	-	-	-	-	-	-
Cobble Ridge L & L	-	-	-	-	-	-	-
Prairie Oaks Ranch L & L	-	-	-	-	-	-	-
Silverbrook L & L	-	-	-	-	-	-	-
Willow Creek L & L	-	-	-	-	-	-	-
Blue Ravine Oaks L & L	-	-	-	-	-	-	-
Steeplechase L & L	-	-	-	-	-	-	-
Willow Creek South L & L	-	-	-	-	-	-	-
American River Canyon North L & L	-	-	-	-	-	-	-
Willow Springs L & L	-	-	-	-	-	-	-
Willow Springs CFD 11 Mtn. Dist.	-	-	-	-	-	-	-
CFD #12 Mtn. Dist.	-	-	-	-	-	-	-
CFD #13 ARC Mtn. Dist.	-	-	-	-	-	-	-
ARC North L & L Dist. #2	-	-	-	-	-	-	-
The Residences at ARC, North L & L	-	-	-	-	-	-	-
Fieldstone Meadows L&L	-	-	-	-	-	-	-
ARC North L & L Dist. #3	-	-	-	-	-	-	-
Police Special Revenue	-	-	-	-	-	-	-
Zoo Special Revenue	-	-	-	-	-	-	-
Wetland Open Space Maintenance	-	-	-	-	-	-	-
<b>Subtotal Special Revenue Funds</b>	<b>\$ 7,745,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 3,454,625</b>



*Summary of Revenues by Fund*

Charges for Services	Fines & Forfeitures	Interest Revenue	Misc	Transfers In	Use of Fund Balance	Total	
							<b>General Fund</b>
\$ 8,116,010	\$ 408,900	\$ 229,945	\$ 539,900	\$ 10,834,322	\$ -	\$ 65,375,468	General Fund
<b>\$ 8,116,010</b>	<b>\$ 408,900</b>	<b>\$ 229,945</b>	<b>\$ 539,900</b>	<b>\$ 10,834,322</b>	<b>\$ -</b>	<b>\$ 65,375,468</b>	<b>Subtotal General Funds</b>
							<b>Special Revenue Funds</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	Community Development Block Grant
-	-	-	-	-	-	-	Traffic Congestion Relief
-	-	-	-	-	15,270	25,270	Traffic System Management
-	-	100	2,000	-	7,900	10,000	Folsom Arts & Culture Commission
50,000	-	10,000	-	-	673,267	733,267	Housing Trust
-	-	-	-	-	-	100,920	Humbug Willow Creek
40,000	-	6,000	-	-	359,736	405,736	General Plan
30,000	-	15,000	-	-	386,949	431,949	Tree Planting & Replacement
-	-	25,000	-	732,285	(179,881)	2,122,404	RDA Affordable Housing
50,000	-	70,000	-	-	1,112,218	7,432,218	RDA 80%
-	-	-	-	-	-	-	Park Dedication
-	-	-	-	-	-	-	Miscellaneous Grants
-	-	-	-	-	-	-	Planning Services
-	-	600	-	-	880	43,235	Local Transportation Tax
-	-	-	-	-	-	1,000	Historical District
-	-	-	-	-	9,000	9,000	Cultural Events
-	-	1,000	-	-	58,343	309,343	Gas Tax 2106
-	-	1,000	-	-	(52,434)	378,566	Gas Tax 2107
-	-	-	-	-	(135,785)	401,715	Gas Tax 2107.5
-	-	2,000	-	-	90,244	442,244	Gas Tax 2105
-	-	-	-	-	-	1,334,402	New Measure A
-	-	-	-	-	-	48	Energy & Conservation Grant
39,500	-	500	-	-	(4,793)	35,207	Los Cerros L & L
80,405	-	596	-	-	(25,760)	55,241	Briggs Ranch L & L
163,800	-	1,200	-	-	14,590	179,590	Natoma Station L & L
20,300	-	-	-	-	(158)	20,142	Folsom Heights L & L
16,415	-	-	-	-	(8,315)	8,100	Broadstone Unit 3 L & L
400,000	-	-	-	-	(159,617)	240,383	Broadstone L & L
21,000	-	500	-	-	3,341	24,841	Hannaford Cross L & L
21,000	-	500	-	-	(860)	20,640	Lake Natoma Shores L & L
43,000	-	1,000	-	-	(1,171)	42,829	Cobble Hills/Reflections L & L
6,084	-	-	-	-	(241)	5,843	Sierra Estates L & L
-	-	1,200	-	-	46,050	47,250	Lakeridge L & L
-	-	300	-	-	19,413	19,713	La Collina dal Lago L & L
13,500	-	400	-	-	(2,091)	11,809	Cobble Ridge L & L
196,000	-	1,800	-	-	63,590	261,390	Prairie Oaks Ranch L & L
-	-	600	-	-	14,009	14,609	Silverbrook L & L
60,100	-	500	-	-	17,681	78,281	Willow Creek L & L
36,000	-	800	-	-	(11,364)	25,436	Blue Ravine Oaks L & L
24,000	-	600	-	-	(1,958)	22,642	Steeplechase L & L
161,000	-	-	-	-	(41,380)	119,620	Willow Creek South L & L
104,000	-	-	-	-	(104,000)	-	American River Canyon North L & L
14,500	-	-	-	-	(11,250)	3,250	Willow Springs L & L
130,000	-	-	-	-	9,783	139,783	Willow Springs CFD 11 Mtn. Dist.
450,000	-	-	-	-	(161,574)	288,426	CFD #12 Mtn. Dist.
81,500	-	132	-	-	(27,250)	54,382	CFD #13 ARC Mtn. Dist.
12,000	-	500	-	-	(1,400)	11,100	ARC North L & L Dist. #2
18,600	-	48	-	-	(2,311)	16,337	The Residences at ARC, North L & L
-	-	-	-	-	-	-	Fieldstone Meadows L&L
181,000	-	2,000	-	-	(18,872)	164,128	ARC North L & L Dist. #3
-	-	5,000	25,000	-	74,174	104,174	Police Special Revenue
-	-	700	41,641	-	-	42,341	Zoo Special Revenue
-	-	2,500	-	-	3,794	6,294	Wetland Preserve Willow Springs
<b>\$ 2,463,704</b>	<b>\$ -</b>	<b>\$ 152,076</b>	<b>\$ 68,641</b>	<b>\$ 732,285</b>	<b>\$ 2,027,767</b>	<b>\$ 16,645,098</b>	<b>Subtotal Special Revenue Funds</b>

**City of Folsom FY 2011-12 Final Budget**

<b>Funds</b>	<b>Property Tax</b>	<b>Sales &amp; Use Tax</b>	<b>Transient Occupancy</b>	<b>Real Prop Transfer</b>	<b>Franchise Fees</b>	<b>License &amp; Permits</b>	<b>Inter Gov't Revenues</b>
<b>Debt Service Funds</b>							
CCF Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
G O School Facilities Bonds DS	3,299,056	-	-	-	-	-	-
Redevelopment DS	-	-	-	-	-	-	-
Folsom South AD Refunding	-	-	-	-	-	-	-
1982-1 Nimbus AD	-	-	-	-	-	-	-
Folsom Public Financing Authority	-	-	-	-	-	-	-
Traffic Signal Refunding	-	-	-	-	-	-	-
Recreation Facility COP DS	-	-	-	-	-	-	-
Central Fire Station COP DS	-	-	-	-	-	-	-
<b>Subtotal Debt Service Funds</b>	<b>\$ 3,299,056</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Project Funds</b>							
Supplemental Park Fee	-	-	-	-	-	-	-
Park Development	-	-	-	-	-	-	-
Zoo Capital Projects	-	-	-	-	-	-	-
Police Capital	-	-	-	-	-	-	-
Redevelopment Capital Projects	-	-	-	-	-	-	500,000
Central Fire Station Construction	-	-	-	-	-	-	-
Fire Capital	-	-	-	-	-	-	-
General Capital	-	-	-	-	-	-	-
Transportation Improvement	-	-	-	-	-	-	3,945,415
Drainage Capital	-	-	-	-	-	-	-
Light Rail Transportation	-	-	-	-	-	-	-
Park Equipment Capital	-	-	-	-	-	-	-
Light Rail	-	-	-	-	-	-	1,561,948
Water Impact	-	-	-	-	-	-	-
Library Development	-	-	-	-	-	-	-
Major Capital and Renovation	-	-	-	-	-	-	-
Prairie Oak 1915 AD	-	-	-	-	-	-	-
CFD #10 Russell Ranch	-	-	-	-	-	-	-
CFD #14 Parkway II	-	-	-	-	-	-	-
<b>Subtotal Capital Project Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,007,363</b>
<b>Enterprise Funds</b>							
Transit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,734,939
Utilities - Admin	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Water Capital	-	-	-	-	-	-	-
Water Meters	-	-	-	-	-	-	-
Wastewater	-	-	-	-	-	-	-
Wastewater Capital	-	-	-	-	-	-	-
Critical Augmentation	-	-	-	-	-	-	-
General Augmentation	-	-	-	-	-	-	-
Solid Waste	-	-	-	-	-	-	51,500
Solid Waste Capital	-	-	-	-	-	-	-
Landfill Closure	-	-	-	-	-	-	-
<b>Subtotal Enterprise Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,786,439</b>
<b>Internal Service Fund</b>							
Equipment Replacement	-	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-	-
<b>Subtotal Internal Service Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Trust Funds</b>							
Mello-Roos Agency Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal Trust Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Combined Budget</b>	<b>\$ 31,194,656</b>	<b>\$ 15,650,058</b>	<b>\$ 1,440,000</b>	<b>\$ 248,600</b>	<b>\$ 545,133</b>	<b>\$ 1,318,000</b>	<b>\$ 17,143,427</b>

*Summary of Revenues by Fund*

Charges for Services	Fines & Forfeitures	Interest Revenue	Misc	Transfers In	Use of Fund Balance	Total	
							<b>Debt Service Funds</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	CCF Debt Service
-	-	20,362	-	-	-	3,319,418	G O School Facilities Bonds DS
-	-	-	-	5,118,213	-	5,118,213	Redevelopment DS
-	-	-	-	-	806	806	Folsom South AD Refunding
-	-	-	-	-	2,818	2,818	1982-1 Nimbus AD
7,818,391	-	5,586,393	-	-	-	13,404,784	Folsom Public Financing Authority
65,225	-	587	-	-	-	65,812	Traffic Signal Refunding
-	-	500	63,122	-	4,029	67,651	Recreation Facility COP DS
-	-	-	267,545	-	1,515	269,060	Central Fire Station COP DS
<b>\$ 7,883,616</b>	<b>\$ -</b>	<b>\$ 5,607,842</b>	<b>\$ 330,667</b>	<b>\$ 5,118,213</b>	<b>\$ 9,168</b>	<b>\$ 22,248,562</b>	<b>Subtotal Debt Service Funds</b>
							<b>Capital Project Funds</b>
5,000	-	-	-	-	10,867	15,867	Supplemental Park Fee
260,000	-	20,000	-	85,920	732,237	1,098,157	Park Development
-	-	-	-	42,000	-	42,000	Zoo Capital Projects
75,000	-	-	-	-	172,542	247,542	Police Capital
-	-	-	-	152,753	1,095,000	1,747,753	Redevelopment Capital Projects
-	-	-	-	-	-	-	Central Fire Station Construction
70,000	-	20,000	-	-	15,093	105,093	Fire Capital
100,000	-	6,000	-	-	99,095	205,095	General Capital
548,865	-	75,000	-	-	2,644,815	7,214,095	Transportation Improvement
106,138	-	1,500	-	-	66,579	174,217	Drainage Capital
60,000	-	3,000	-	-	49,076	112,076	Light Rail Transportation
8,000	-	500	-	-	1,766	10,266	Park Equipment Capital
-	-	-	25,588	-	17,361	1,604,897	Light Rail
-	-	15,000	-	-	539,886	554,886	Water Impact
-	-	274	-	-	-	274	Library Development
-	-	257	-	-	-	257	Major Capital and Renovation
-	-	-	-	-	-	-	Prairie Oak 1915 AD
-	-	99	-	-	-	99	CFD #10 Russell Ranch
-	-	-	-	-	-	-	CFD #14 Parkway II
<b>\$ 1,233,003</b>	<b>\$ -</b>	<b>\$ 141,630</b>	<b>\$ 25,588</b>	<b>\$ 280,673</b>	<b>\$ 5,444,317</b>	<b>\$ 13,132,574</b>	<b>Subtotal Capital Project Funds</b>
							<b>Enterprise Funds</b>
\$ 98,000	\$ -	\$ -	\$ 45,000	\$ -	\$ (65,582)	\$ 1,812,357	Transit
-	-	-	-	99,141	-	99,141	Utilities
12,373,000	-	7,000	20,000	500,000	(354,512)	12,545,488	Water
-	-	5,292	-	-	13,629	18,921	Water Capital
30,000	-	2,034	-	-	(5,000)	27,034	Water Meters
5,960,200	-	30,000	-	-	(426,024)	5,564,176	Wastewater
-	-	-	-	-	2,070	2,070	Wastewater Capital
-	-	3,500	-	-	(1,960)	1,540	Critical Augmentation
-	-	4,500	-	-	(2,197)	2,303	General Augmentation
9,988,000	-	15,000	-	-	(953,271)	9,101,229	Solid Waste
-	-	1,000	-	-	102,867	103,867	Solid Waste Capital
-	-	-	-	100,000	-	100,000	Landfill Closure
<b>\$ 28,449,200</b>	<b>\$ -</b>	<b>\$ 68,326</b>	<b>\$ 65,000</b>	<b>\$ 699,141</b>	<b>\$ (1,689,980)</b>	<b>\$ 29,378,126</b>	<b>Subtotal Enterprise Funds</b>
							<b>Internal Service Fund</b>
-	-	8,500	-	-	(2,752)	5,748	Equipment Replacement
716,674	-	-	11,982,236	-	239,426	12,938,336	Risk Management
<b>\$ 716,674</b>	<b>\$ -</b>	<b>\$ 8,500</b>	<b>\$ 11,982,236</b>	<b>\$ -</b>	<b>\$ 236,674</b>	<b>\$ 12,944,084</b>	<b>Subtotal Internal Service Fund</b>
							<b>Trust Funds</b>
\$ 16,096,339	\$ -	\$ 17,550	\$ -	\$ -	\$ (50,914)	\$ 16,062,975	Mello-Roos Agency Funds
<b>\$ 16,096,339</b>	<b>\$ -</b>	<b>\$ 17,550</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (50,914)</b>	<b>\$ 16,062,975</b>	<b>Subtotal Trust Funds</b>
<b>\$ 64,958,546</b>	<b>\$ 408,900</b>	<b>\$ 6,225,869</b>	<b>\$ 13,012,032</b>	<b>\$ 17,664,634</b>	<b>\$ 5,977,032</b>	<b>\$ 175,786,887</b>	<b>Total Combined Budget</b>

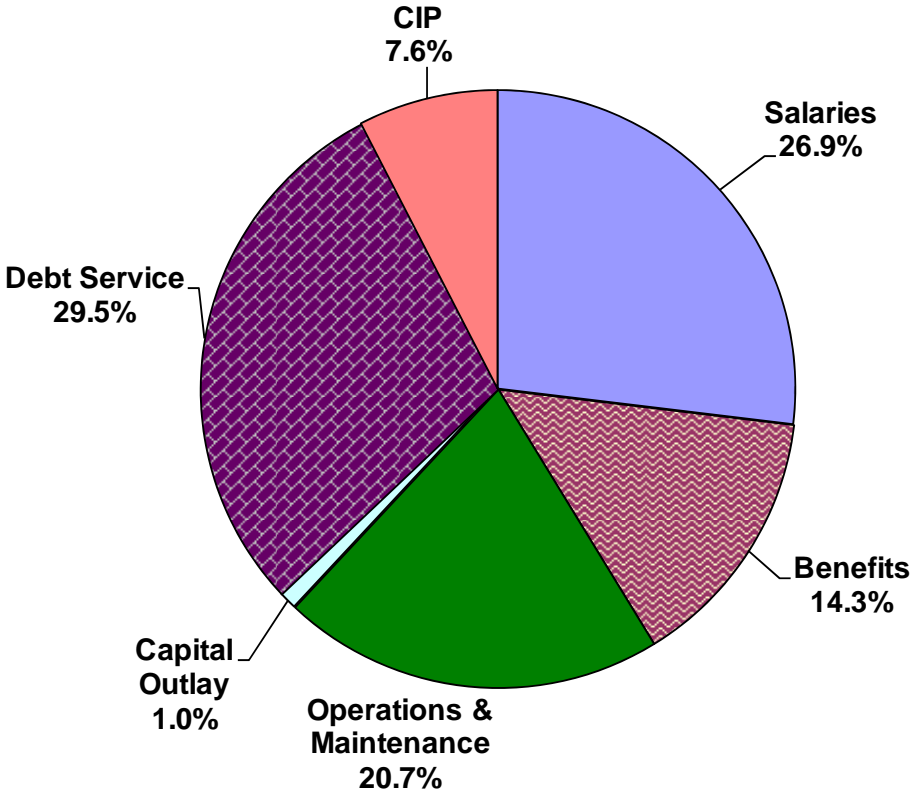


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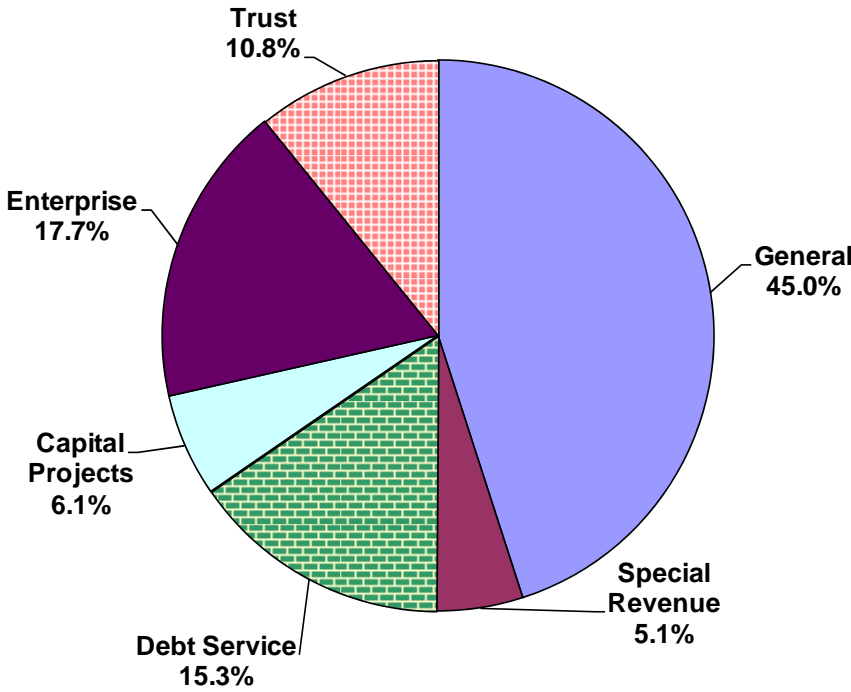
# *Summary of Appropriations by Fund*

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*Summary of Appropriations (excluding Transfers and Internal Ser.) by Object*



*Summary of Appropriations (excluding Transfers and Internal Ser.) by Fund Type*



*City of Folsom FY 2011-12 Final Budget*

<b>Funds</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Operations &amp; Maintenance</b>	<b>Capital Outlays</b>
<b>General Funds</b>				
General Fund	\$ 30,883,289	\$ 16,678,911	\$ 14,570,350	\$ 641,200
<b>Subtotal General Funds</b>	<b>\$ 30,883,289</b>	<b>\$ 16,678,911</b>	<b>\$ 14,570,350</b>	<b>\$ 641,200</b>
<b>Special Revenue Funds</b>				
Community Development Block Grant	\$ -	\$ -	\$ 200,000	\$ -
Traffic Congestion Relief	-	-	-	-
Traffic System Management	-	-	25,000	-
Folsom Arts & Culture Commission	-	-	10,000	-
Housing Trust	-	-	661,700	-
Humbug Willow Creek	-	-	-	-
General Plan	-	-	400,000	-
Tree Planting & Replacement	-	-	50,000	19,699
RDA Affordable Housing	158,687	81,342	619,112	-
RDA 80%	247,657	121,651	574,716	145,000
Park Dedication	-	-	-	-
Miscellaneous Grants	-	-	-	-
Planning Services	-	-	-	-
Local Transportation Tax	-	-	-	-
Historical District	-	-	1,000	-
Cultural Events	-	-	9,000	-
Gas Tax 2106	-	-	-	-
Gas Tax 2107	-	-	-	-
Gas Tax 2107.5	-	-	-	-
Gas Tax 2105	-	-	-	-
New Measure A	-	-	-	-
Energy & Conservation Grant	-	-	-	-
Los Cerros L & L	-	-	32,310	-
Briggs Ranch L & L	-	-	52,450	-
Natoma Station L & L	-	-	132,050	-
Folsom Heights L & L	-	-	15,240	-
Broadstone Unit 3 L & L	-	-	8,100	-
Broadstone L & L	-	-	157,150	-
Hannaford Cross L & L	-	-	22,050	-
Lake Natoma Shores L & L	-	-	16,890	-
Cobble Hills/Reflections L & L	-	-	30,130	-
Sierra Estates L & L	-	-	4,330	-
Lakeridge L & L	-	-	47,250	-
La Collina dal Lago L & L	-	-	16,390	-
Cobble Ridge L & L	-	-	10,190	-
Prairie Oaks Ranch L & L	-	-	184,550	-
Silverbrook L & L	-	-	13,310	-
Willow Creek L & L	-	-	52,050	-
Blue Ravine Oaks L & L	-	-	18,490	-
Steeplechase L & L	-	-	20,490	-
Willow Creek South L & L	-	-	98,290	-
American River Canyon North L & L	-	-	-	-
Willow Springs L & L	-	-	3,250	-
Willow Springs CFD 11 Mtn. Dist.	-	-	115,150	-
CFD #12 Mtn. Dist.	-	-	171,100	-
CFD #13 ARC Mtn. Dist.	-	-	24,900	-
ARC North L & L Dist. #2	-	-	11,100	-
The Residences at ARC, North L & L	-	-	13,440	-
Fieldstone Meadows L&L	-	-	-	-
ARC North L & L Dist. #3	-	-	135,950	-
Police Special Revenue	-	-	-	-
Zoo Special revenue	-	-	-	-
Wetland Open Space Maintenance	-	-	5,000	-
<b>Subtotal Special Revenue Funds</b>	<b>\$ 406,344</b>	<b>\$ 202,993</b>	<b>\$ 3,962,128</b>	<b>\$ 164,699</b>

*Summary of Appropriations by Fund*

Debt Service	Capital Improvements	Transfers Out	Total	
				<b>General Funds</b>
\$ 2,601,718	\$ -	\$ -	\$ 65,375,468	General Fund
<b>\$ 2,601,718</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,375,468</b>	<b>Subtotal General Funds</b>
				<b>Special Revenue Funds</b>
\$ -	\$ 200,000	\$ -	400,000	Community Development Block Grant
-	-	-	-	Traffic Congestion Relief
-	-	270	25,270	Traffic System Management
-	-	-	10,000	Folsom Arts & Culture Commission
-	-	71,567	733,267	Housing Trust
-	15,000	85,920	100,920	Humbug Willow Creek
-	-	5,736	405,736	General Plan
-	-	362,250	431,949	Tree Planting & Replacement
-	70,000	1,193,263	2,122,404	RDA Affordable Housing
-	1,275,800	5,067,394	7,432,218	RDA 80%
-	-	-	-	Park Dedication
-	-	-	-	Miscellaneous Grants
-	-	-	-	Planning Services
-	-	43,235	43,235	Local Transportation Tax
-	-	-	1,000	Historical District
-	-	-	9,000	Cultural Events
-	-	309,343	309,343	Gas Tax 2106
-	-	378,566	378,566	Gas Tax 2107
-	-	401,715	401,715	Gas Tax 2107.5
-	-	442,244	442,244	Gas Tax 2105
-	1,079,202	255,200	1,334,402	New Measure A
-	-	48	48	Energy & Conservation Grant
-	-	2,897	35,207	Los Cerros L & L
-	-	2,791	55,241	Briggs Ranch L & L
-	-	47,540	179,590	Natoma Station L & L
-	-	4,902	20,142	Folsom Heights L & L
-	-	-	8,100	Broadstone Unit 3 L & L
-	-	83,233	240,383	Broadstone L & L
-	-	2,791	24,841	Hannaford Cross L & L
-	-	3,750	20,640	Lake Natoma Shores L & L
-	-	12,699	42,829	Cobble Hills/Reflections L & L
-	-	1,513	5,843	Sierra Estates L & L
-	-	-	47,250	Lakeridge L & L
-	-	3,323	19,713	La Collina dal Lago L & L
-	-	1,619	11,809	Cobble Ridge L & L
-	-	76,840	261,390	Prairie Oaks Ranch L & L
-	-	1,299	14,609	Silverbrook L & L
-	-	26,231	78,281	Willow Creek L & L
-	-	6,946	25,436	Blue Ravine Oaks L & L
-	-	2,152	22,642	Steeplechase L & L
-	-	21,330	119,620	Willow Creek South L & L
-	-	-	-	American River Canyon North L & L
-	-	-	3,250	Willow Springs L & L
-	-	24,633	139,783	Willow Springs CFD 11 Mtn. Dist.
-	-	117,326	288,426	CFD #12 Mtn. Dist.
-	-	29,482	54,382	CFD #13 ARC Mtn. Dist.
-	-	-	11,100	ARC North L & L Dist. #2
-	-	2,897	16,337	The Residences at ARC, North L & L
-	-	-	-	Fieldstone Meadows L&L
-	-	28,178	164,128	ARC North L & L Dist. #3
-	-	104,174	104,174	Police Special Revenue
-	-	42,341	42,341	Zoo Special Revenue
-	-	1,294	6,294	Wetland Preserve Willow Springs
<b>\$ -</b>	<b>\$ 2,640,002</b>	<b>\$ 9,268,932</b>	<b>\$ 16,645,098</b>	<b>Subtotal Special Revenue Funds</b>

**City of Folsom FY 2011-12 Final Budget**

<b>Funds</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Operations &amp; Maintenance</b>	<b>Capital Outlays</b>
<b>Debt Service Funds</b>				
CCF Debt Service	\$ -	\$ -	\$ -	\$ -
G O School Facilities Bonds DS	-	-	-	-
Redevelopment DS	-	-	-	-
Folsom South AD Refunding	-	-	-	-
1982-1 Nimbus AD	-	-	-	-
Folsom Public Financing Authority	-	-	-	-
Traffic Signal Refunding	-	-	-	-
Recreation Facility COP DS	-	-	-	-
Central Fire Station COP DS	-	-	-	-
<b>Subtotal Debt Service Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Project Funds</b>				
Supplemental Park Fee	\$ -	\$ -	\$ -	\$ -
Park Development	189,282	86,730	32,175	-
Zoo Capital Projects	-	-	42,000	-
Police Capital	-	-	-	-
Redevelopment Capital Projects	-	-	-	-
Central Fire Station Construction	-	-	-	-
Fire Capital	-	-	-	-
General Capital	-	-	-	-
Transportation Improvement	-	-	-	-
Drainage Capital	-	-	-	-
Light Rail Transportation	-	-	-	-
Park Equipment Capital	-	-	10,100	-
Light Rail	-	-	1,539,696	-
Water Impact	-	-	50,000	-
Library Development	-	-	-	-
Major Capital and Renovation	-	-	-	-
Prairie Oak 1915 AD	-	-	-	-
CFD #10 Russell Ranch	-	-	-	-
CFD #14 Parkway II	-	-	-	-
<b>Subtotal Capital Project Funds</b>	<b>\$ 189,282</b>	<b>\$ 86,730</b>	<b>\$ 1,673,971</b>	<b>\$ -</b>
<b>Enterprise Funds</b>				
Transit	\$ 674,844	\$ 392,057	\$ 373,647	\$ -
Utilities Admin	-	-	99,141	-
Water	2,726,258	1,322,435	4,823,932	-
Water Capital	-	-	-	-
Water Meters	-	-	25,000	-
Wastewater	1,388,196	732,990	1,604,907	18,081
Wastewater Capital	-	-	-	-
Critical Augmentation	-	-	-	-
General Augmentation	-	-	-	-
Solid Waste	2,671,841	1,430,466	2,788,876	600,000
Solid Waste Capital	-	-	100,000	-
Landfill Closure	-	-	100,000	-
<b>Subtotal Enterprise Funds</b>	<b>\$ 7,461,139</b>	<b>\$ 3,877,948</b>	<b>\$ 9,915,503</b>	<b>\$ 618,081</b>
<b>Internal Service Fund</b>				
Equipment Replacement	-	-	-	-
Risk Management	164,175	11,760,705	1,013,456	-
<b>Subtotal Internal Service Fund</b>	<b>\$ 164,175</b>	<b>\$ 11,760,705</b>	<b>\$ 1,013,456</b>	<b>\$ -</b>
<b>Trust Funds</b>				
Mello-Roos Agency Funds	-	-	-	-
<b>Subtotal Trust Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Combined Budget</b>	<b>\$ 39,104,229</b>	<b>\$ 32,607,287</b>	<b>\$ 31,135,408</b>	<b>\$ 1,423,980</b>



*Summary of Appropriations by Fund*

Debt Service	Improvement Plan	Transfers Out	Total	
				<b>Debt Service Funds</b>
\$ -	\$ -	\$ -	\$ -	CCF Debt Service
3,299,056	-	20,362	3,319,418	G O School Facilities Bonds DS
5,118,213	-	-	5,118,213	Redevelopment DS
-	-	806	806	Folsom South AD Refunding
-	-	2,818	2,818	1982-1 Nimbus AD
13,404,784	-	-	13,404,784	Folsom Public Financing Authority
65,225	-	587	65,812	Traffic Signal Refunding
65,413	-	2,238	67,651	Recreation Facility COP DS
267,545	-	1,515	269,060	Central Fire Station COP DS
<b>\$ 22,220,236</b>	<b>\$ -</b>	<b>\$ 28,326</b>	<b>\$ 22,248,562</b>	<b>Subtotal Debt Service Funds</b>
				<b>Capital Project Funds</b>
\$ -	\$ -	\$ 15,867	\$ 15,867	Supplemental Park Fee
-	229,069	560,901	1,098,157	Park Development
-	-	-	42,000	Zoo Capital Projects
-	-	247,542	247,542	Police Capital
-	1,595,000	152,753	1,747,753	Redevelopment Capital Projects
-	-	-	-	Central Fire Station Construction
-	-	105,093	105,093	Fire Capital
-	-	205,095	205,095	General Capital
-	4,961,681	2,252,414	7,214,095	Transportation Improvement
-	-	174,217	174,217	Drainage Capital
-	50,000	62,076	112,076	Light Rail Transportation
-	-	166	10,266	Park Equipment Capital
-	-	65,201	1,604,897	Light Rail
-	-	504,886	554,886	Water Impact
-	-	274	274	Library Development
-	-	257	257	Major Capital and Renovation
-	-	-	-	Prairie Oak 1915 AD
-	-	99	99	CFD #10 Russell Ranch
-	-	-	-	CFD #14 Parkway II
<b>\$ -</b>	<b>\$ 6,835,750</b>	<b>\$ 4,346,841</b>	<b>\$ 13,132,574</b>	<b>Subtotal Capital Project Funds</b>
				<b>Enterprise Funds</b>
\$ -	\$ -	\$ 371,809	\$ 1,812,357	Transit
-	-	-	99,141	Utilities Admin
2,050,354	500,000	1,122,509	12,545,488	Water
-	-	18,921	18,921	Water Capital
-	-	2,034	27,034	Water Meters
82,595	1,050,000	687,407	5,564,176	Wastewater
-	-	2,070	2,070	Wastewater Capital
-	-	1,540	1,540	Critical Augmentation
-	-	2,303	2,303	General Augmentation
157,435	-	1,452,611	9,101,229	Solid Waste
-	-	3,867	103,867	Solid Waste Capital
-	-	-	100,000	Landfill Closure
<b>\$ 2,290,384</b>	<b>\$ 1,550,000</b>	<b>\$ 3,665,071</b>	<b>\$ 29,378,126</b>	<b>Subtotal Enterprise Funds</b>
				<b>Internal Service Fund</b>
-	-	5,748	5,748	Equipment Replacement
-	-	-	12,938,336	Risk Management
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,748</b>	<b>\$ 12,944,084</b>	<b>Subtotal Internal Service Fund</b>
				<b>Trust Funds</b>
15,713,259	-	349,716	16,062,975	Mello-Roos Agency Funds
<b>\$ 15,713,259</b>	<b>\$ -</b>	<b>\$ 349,716</b>	<b>\$ 16,062,975</b>	<b>Subtotal Trust Funds</b>
<b>\$ 42,825,597</b>	<b>\$ 11,025,752</b>	<b>\$ 17,664,634</b>	<b>\$ 175,786,887</b>	<b>Total Combined Budget</b>

# Operating Expenditure Summary By Program

	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Budget FY 2010-11	Projected FY 2010-11	Approved FY 2011-12
<b>General Fund</b>						
City Council	\$139,052	\$119,292	\$126,773	\$135,566	\$127,801	\$103,876
City Manager	\$986,515	\$894,921	\$851,821	\$768,122	\$1,139,349	\$1,108,276
City Attorney	\$952,725	\$981,448	\$974,936	\$799,114	\$780,248	\$785,069
Administrative Services	\$1,471,926	\$2,676,140	\$2,526,464	\$2,419,021	\$0	\$0
City Clerk	\$622,195	\$512,047	\$489,382	\$404,656	\$377,513	\$372,417
Community Development	\$0	\$4,835,055	\$4,975,459	\$3,928,151	\$2,839,679	\$3,087,215
Economic Development	\$450,007	\$456,404	\$379,297	\$109,208	\$0	\$0
Finance	\$2,549,134	\$2,431,620	\$2,420,230	\$2,101,736	\$3,232,023	\$3,290,101
Fire	\$15,958,871	\$15,024,865	\$14,272,185	\$14,046,805	\$13,540,455	\$13,461,149
Human Resources	\$1,134,908	\$1,126,636	\$1,034,357	\$835,802	\$728,883	\$707,978
Library	\$0	\$1,719,694	\$1,662,380	\$1,499,944	\$1,519,201	\$1,319,269
Parks & Recreation	\$6,459,402	\$11,090,137	\$9,490,236	\$8,714,409	\$10,523,266	\$10,497,163
Police	\$19,804,872	\$1,877,987	\$18,088,104	\$17,581,646	\$17,559,040	\$16,940,919
Fleet Management	\$1,579,320	\$1,395,742	\$1,216,640	\$868,182	\$1,055,597	\$1,090,741
Public Works	\$6,046,710	\$5,615,852	\$6,115,916	\$5,888,929	\$5,195,232	\$5,796,973
Utilities Administration	\$1,246,080	\$0	\$0	\$0	\$0	\$0
Non-Departmental	\$2,189,152	\$1,845,905	\$1,584,893	\$3,783,205	\$3,979,964	\$4,212,604
<b>Total General Fund</b>	<b>\$61,590,869</b>	<b>\$52,603,745</b>	<b>\$66,209,073</b>	<b>\$63,884,496</b>	<b>\$62,598,251</b>	<b>\$62,773,750</b>
<b>Special Revenue Funds</b>						
Community Development	\$6,129,926	\$0	\$0	\$0	\$0	\$0
Redevelopment & Housing	\$3,012,915	\$6,978,169	\$7,046,906	\$5,867,412	\$3,434,963	\$3,240,143
Library	\$1,963,785	\$0	\$0	\$0	\$0	\$0
<b>Total Special Revenue Funds</b>	<b>\$11,106,626</b>	<b>\$6,978,169</b>	<b>\$7,046,906</b>	<b>\$5,867,412</b>	<b>\$3,434,963</b>	<b>\$3,240,143</b>
<b>Enterprise Funds</b>						
Recreation	\$3,061,878	\$0	\$0	\$0	\$0	\$0
Aquatics	\$1,142,066	\$0	\$0	\$0	\$0	\$0
Sports Complex	\$1,026,440	\$0	\$0	\$0	\$0	\$0
Transit	\$1,934,488	\$1,784,021	\$1,531,774	\$1,548,126	\$1,504,581	\$1,440,548
Utilities Administration	\$0	\$1,488,519	\$1,546,055	\$214,989	\$82,412	\$99,141
Solid Waste	\$7,501,241	\$7,298,421	\$6,786,728	\$6,430,665	\$6,786,063	\$7,491,183
Wastewater	\$2,710,190	\$2,651,632	\$3,301,738	\$3,704,565	\$2,478,416	\$4,794,174
Water	\$6,729,961	\$11,317,491	\$9,780,129	\$9,412,076	\$8,116,256	\$9,372,625
<b>Total Enterprise Funds</b>	<b>\$24,106,264</b>	<b>\$24,540,084</b>	<b>\$22,946,424</b>	<b>\$21,310,421</b>	<b>\$18,967,728</b>	<b>\$23,197,671</b>
<b>Internal Service Funds</b>						
Administrative Services (IT)	\$1,692,029	\$0	\$0	\$0	\$0	\$0
Risk Management	\$0	\$0	\$0	\$148,136	\$142,162	\$234,692
<b>Total Internal Service Funds</b>	<b>\$1,692,029</b>	<b>\$0</b>	<b>\$0</b>	<b>\$148,136</b>	<b>\$142,162</b>	<b>\$234,692</b>
<b>Total Operating Budget</b>	<b>\$98,495,788</b>	<b>\$84,121,998</b>	<b>\$96,202,403</b>	<b>\$91,210,465</b>	<b>\$85,143,104</b>	<b>\$89,446,256</b>

Note: Does not include Debt Service, CIPs or Transfers Out.

## *Summary of Capital Outlay*

Fund	Description	Amount
<b>General</b>		
	Fire Vehicles	\$ 291,000
	Police Vehicles	350,000
	<b>General Fund Total</b>	<b>\$ 641,000</b>
<b>Capital Project Funds</b>		
	<b>Capital Project Total</b>	<b>\$</b>
<b>Special Revenue</b>		
	<b>Special Revenue Total</b>	<b>\$</b>
<b>Enterprise Funds</b>		
	Solid Waste Vehicles	\$ 600,000
	<b>Enterprise Fund Total</b>	<b>\$ 600,000</b>
<b>Internal Service Funds</b>		
	<b>Internal Service Fund Total</b>	<b>\$</b>
<b>Total Capital Outlay</b>		<b>\$1,241,000</b>
<b>Assets Funded through Capital Lease Financing</b>		<b>(\$-0-)</b>
<b>Net Capital Outlay</b>		<b>\$1,241,000</b>

## Summary of Capital Improvement Plan

The City of Folsom also prepares an annual Capital Improvement Plan Budget (CIP) which is a separate document. City staff prioritizes projects according to need, project scheduling, and availability of funding. Many capital improvement projects will carry over from one fiscal year to the next due to the size of the project. Appropriations for CIP projects lapse three years after budget adoption unless they are reappropriated. The Capital Improvement Plan Budget is divided into eight categories. Below is a summary of the capital projects by category as well as the individual major projects. The Capital Improvement Plan Budget was submitted to the City Council and has been approved. The complete Capital Improvement Plan can be found on the City's website.

Category	Budget 2011-12	Funding Source				
		Enterprise	Loans/Grants	Impact Fees	Other	Total
Culture and Recreation	\$ 454,069	\$ -	\$ -	\$ 229,069	\$ 225,000	\$ 454,069
Drainage	100,000	-	-	-	100,000	100,000
General Services	2,140,000	-	500,000	-	1,640,000	2,140,000
Open Space and Greenbelts	790,800	-	772,800	-	18,000	790,800
Solid Waste	-	-	-	-	-	-
Streets	2,960,883	-	1,194,681	722,000	1,044,202	2,960,883
Transportation	3,030,000	-	1,593,540	1,436,460	-	3,030,000
Wastewater	1,050,000	1,050,000	-	-	-	1,050,000
Water	500,000	500,000	-	-	-	500,000
<b>Total</b>	<b>\$ 11,025,752</b>	<b>\$ 1,550,000</b>	<b>\$ 4,061,021</b>	<b>\$ 2,387,529</b>	<b>\$ 3,027,202</b>	<b>\$ 11,025,752</b>

Significant Non-recurring Projects	Budget 2011-12	Total Project Budget
Blue Ravine / Folsom Boulevard Improvements	1,344,681	1,456,922
Dan Russell Rodeo Arena	225,000	225,000
Historic Folsom Station Light & Landscape	500,000	500,000
Johnny Cash Trail	345,000	345,000
Lake Natoma Waterfront Trail	775,800	907,800
Median Island Improvements	700,000	832,564
Oak Avenue / US 50 Interchange	50,000	66,526
Orangevale Bridge	1,800,000	2,242,025
Sutter Street Facades	120,000	795,000
Zoo ADA Improvements	200,000	497,620

### Overall Impact on Operating Budget

Fourteen non-recurring projects will have operating impacts on the budget in the current or future fiscal years. The E. Bidwell Street Bike/ Pedestrian Overcross will require maintenance costs of \$2,500 in the first year after completion. The new bike / pedestrian trail additions each add from \$2,000 up to approximately \$5,000 per year as the new trails are added to the system. The Dos Coyotes section will begin in FY 2014 with the other trail sections in later fiscal years. Median Island Improvements will add maintenance costs of the medians. Nisenan Community Park is scheduled to open in the latter half of calendar year 2011 and will increase maintenance costs of the park system by approximately \$85,000 per year for mowing, maintenance and lighting. Fire Apparatus lease cost estimates are approximately \$180,000 per year. The Energy Efficiency and Conservation Grant will help to reduce energy consumption at the Folsom Sports Complex of approximately \$7,000 per year. Below are the estimated operating costs by project. These estimates may change depending on the project completion date and final project scope.

Operating Impact by Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Bike Lockers @ Light Rail Station	\$ 2,000	\$ 2,200	\$ 2,300	\$ 2,400	\$ 2,500
E. Bidwell St. Bike/Ped Overcross	2,500	2,500	2,700	2,900	3,100
Energy Efficiency & Conservation	(5,000)	(7,000)	(7,000)	(7,000)	(7,000)
Fire Apparatus	180,000	175,000	170,000	165,000	160,000
Fire Station (SOI Temp Station)	-	-	-	16,513,091	1,342,460
Folsom Lake Trail - Phase I	-	-	-	2,700	2,900
Folsom Lake Trail - Phase II	-	-	-	4,500	4,800
Folsom Parkway Rail Trail	-	-	-	-	3,500
HBWC - Dos Coyotes	-	-	2,000	2,100	2,300
HBWC - Levy Park Trail	-	-	-	500	500
Johnny Cash Trail	-	-	-	1,500	1,500
Lake Natoma Waterfront Trail	-	-	-	2,135	2,300
Median Island Improvements	-	4,000	4,000	4,000	4,000
Nisenan Community Park	85,390	89,700	94,200	99,000	104,000
<b>Total Operating Impact</b>	<b>\$ 264,890</b>	<b>\$ 266,400</b>	<b>\$ 268,200</b>	<b>\$ 16,792,826</b>	<b>\$ 1,626,860</b>

## Summary of Transfers

Each year revenues are contributed to funds to offset staffing, equipment, and CIP projects. Such a transaction is considered to be a transfer out in the fund contributing the funds and a transfer in for the fund receiving the funds. Listed below is a summary of all the transfers in the FY 2011-12 Budget.

	TRANSFERS TO OTHER FUNDS	TRANSFERS FROM OTHER FUNDS
<b>GENERAL FUNDS</b>		
General Fund	\$ -	\$ 10,834,322
<b>SPECIAL REVENUE FUNDS</b>		
Gas Tax 2106	309,343	-
Gas Tax 2107	378,566	-
Gas Tax 2107.5	401,715	-
Gas Tax 2105	442,244	-
Tree Planting	362,250	-
Redevelopment Agency 80%	5,067,394	-
Redevelopment Affordable Housing	1,193,263	732,285
Landscape & Lighting Districts	504,372	-
Local Transportation Tax	43,235	-
Transportation System Management	270	-
General Plan Amendment	5,736	-
Humbug Willow Creek	85,920	-
Police Trust	104,174	-
Housing Trust	71,567	-
Zoo Trust	42,341	-
New Measure A	255,200	-
EECBG	48	-
<b>DEBT SERVICE FUND</b>		
CCF Debt Service	-	-
1993 GO School FACDS	20,362	-
Redevelopment Agency Debt Service	-	5,118,213
Traffic Signal COP Refinance	587	-
Recreation Facility COP	2,238	-
Fire Certificates of Participation Debt Service	1,515	-
Miscellaneous Debt	3,624	-
<b>CAPITAL PROJECT FUNDS</b>		
Redevelopment Agency Projects	152,753	152,753
Supplemental Park Fees	15,867	-
Transportation Improvements	2,252,414	-
Police Capital Improvements	247,542	-
Fire Capital	105,093	-
Light Rail Capital Improvements	62,076	-
Light Rail Transportation	65,201	-
Zoo Capital	-	42,000
General Capital Improvements	205,095	-
Park Equipment	166	-
Drainage Capital Improvements	174,217	-
Library Development	274	-
Park Development	560,901	85,920

	TRANSFERS TO OTHER FUNDS	TRANSFERS FROM OTHER FUNDS
<b>Capital Project Funds (cont.)</b>		
Water Impact	\$ 504,886	\$ -
CFD #10 Russell Ranch	99	-
Miscellaneous Capital	257	-
<b>ENTERPRISE FUNDS</b>		
Transit	371,809	-
Utilities Admin	-	99,141
Water	1,122,509	500,000
Water Capital	18,921	-
Water Meters	2,034	-
Wastewater	687,407	-
Wastewater Capital	2,070	-
Facilities Augmentation Funds	3,843	-
Solid Waste	1,452,611	-
Solid Waste Capital	3,867	-
Landfill Closure	-	100,000
<b>INTERNAL SERVICE FUND</b>		
Equipment Replacement	5,748	-
<b>TRUST AND AGENCY FUNDS</b>		
Miscellaneous Funds	1,294	-
Mello-Roos Districts	349,716	-
<b>TOTALS</b>	<b>\$ 17,664,634</b>	<b>\$ 17,664,634</b>





## *Summary of Staffing*

Below is a comparison of position totals by department for the FY 2007-08 through FY 2010-11 Budgets and the proposed FY 2011-12 Budget. All positions are listed as full-time equivalent except for City Council which is listed as number of members. Please see page VI-3 for a detail of staffing positions.

	<b>FY 2007-08 Approved</b>	<b>FY 2008-09 Approved</b>	<b>FY 2009-10 Approved</b>	<b>FY 2010-11 Approved</b>	<b>FY 2011-12 Approved</b>
City Council	5.00	5.00	5.00	5.00	5.00
City Manager	3.75	3.75	5.00	6.25	6.00
City Attorney	5.00	5.00	5.00	4.00	4.00
Administrative Services	14.13	11.00	12.00	-	-
City Clerk	4.00	3.50	3.50	3.00	3.00
Community Development	47.50	34.00	33.00	21.00	21.50
Finance	22.00	20.00	19.00	24.00	23.00
Fire Department	83.00	78.00	79.00	69.00	64.00
Human Resources	6.75	6.75	6.00	6.00	6.00
Intergovernmental Affairs & Economic Development	2.00	1.50	1.50	-	-
Library	19.00	16.00	15.00	13.50	12.00
Parks & Recreation	70.90	65.55	50.80	53.80	52.80
Police Department	123.25	120.25	112.25	103.50	100.50
Public Works	73.70	70.70	59.00	54.75	55.50
Redevelopment & Housing	5.50	7.50	5.50	5.50	5.00
Utilities	100.50	99.00	95.00	91.50	90.00
<b>Total Staffing Positions</b>	<b>585.98</b>	<b>547.50</b>	<b>506.55</b>	<b>460.80</b>	<b>448.30</b>



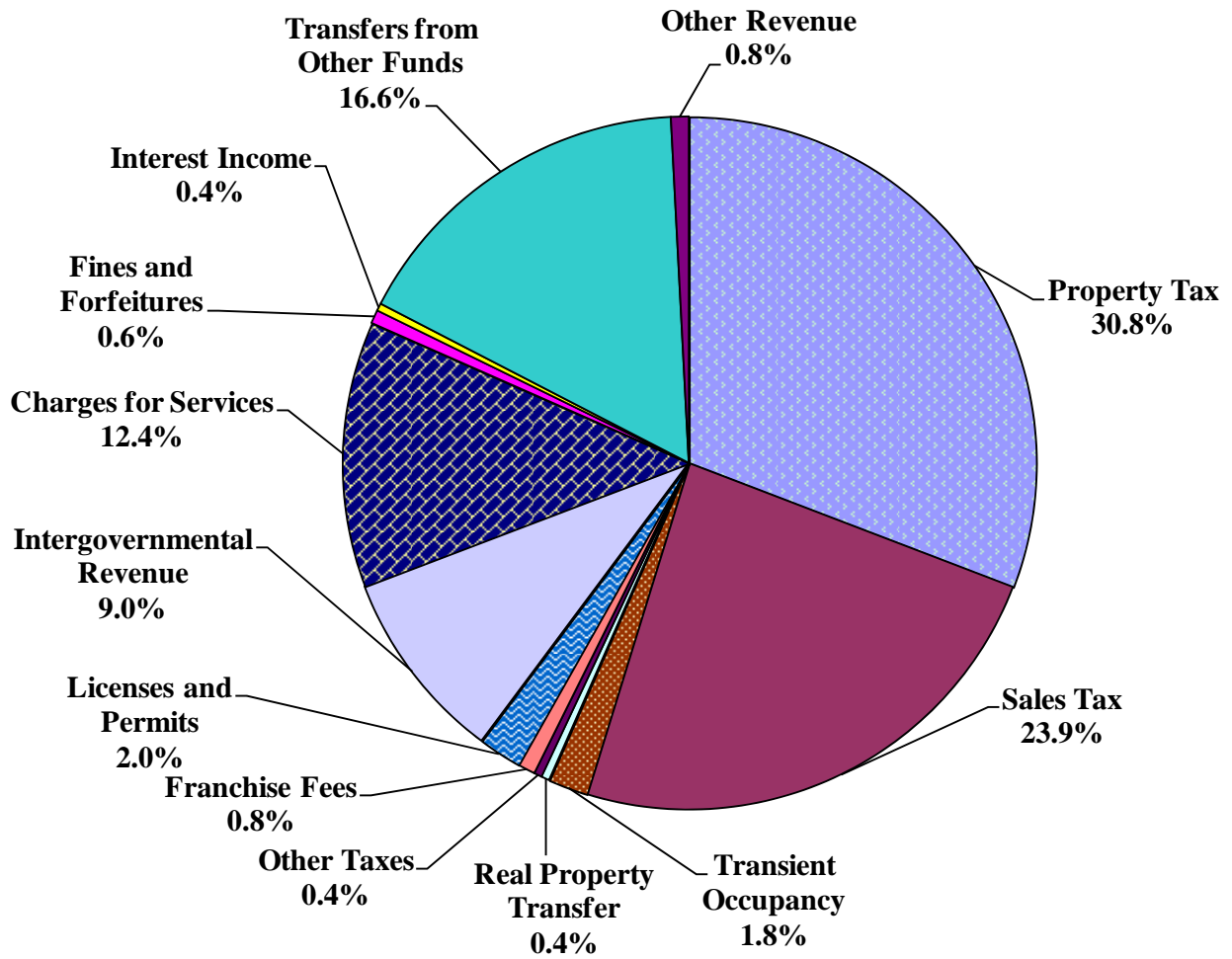
# *General Fund Summary*



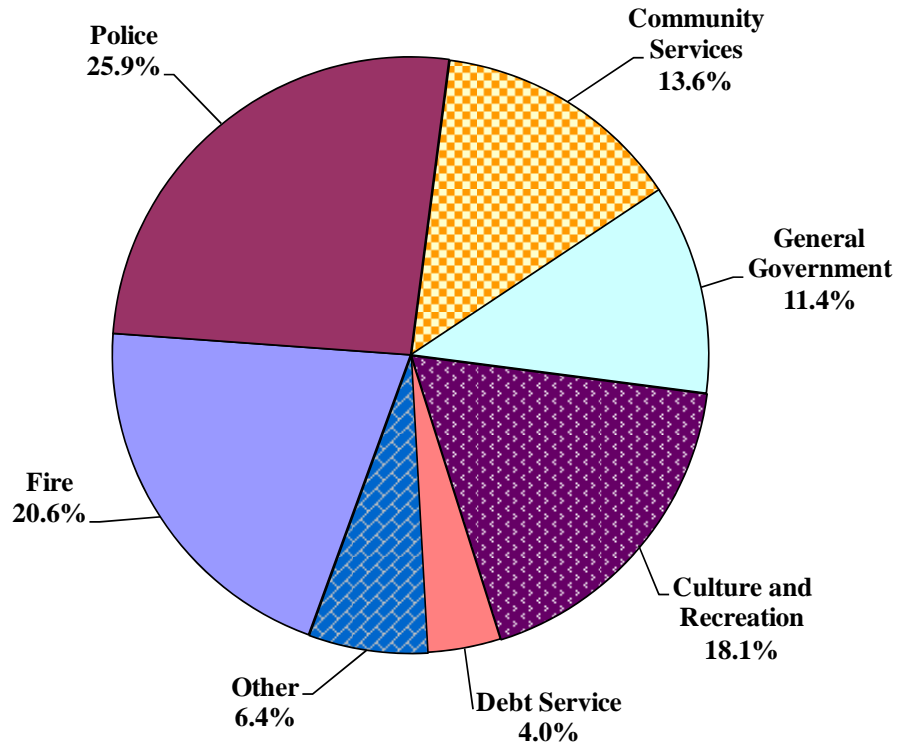
## General Fund Summary

	<u>Actual</u> <u>FY 2008</u>	<u>Actual</u> <u>FY 2009</u>	<u>Actual</u> <u>FY 2010</u>	<u>Budget</u> <u>FY 2011</u>	<u>Projected</u> <u>FY 2011</u>	<u>Approved</u> <u>FY 2012</u>
<b>REVENUES</b>						
Property Tax	\$19,007,101	\$19,936,202	\$19,864,031	\$20,920,000	\$20,000,000	\$20,150,600
Sales Tax	\$17,905,327	\$16,079,061	13,716,215	15,414,387	15,414,387	15,650,058
Transient Occupancy	\$1,358,637	\$1,156,114	1,109,369	1,100,000	1,200,000	1,200,000
Real Property Transfer	\$286,598	\$277,607	227,464	260,000	260,000	248,600
Other Taxes	\$0	\$0	512,176	-	380,000	240,000
Franchise Fees	549,918	573,928	711,458	545,133	545,133	545,133
Licenses and Permits	1,772,958	2,181,423	1,356,858	1,505,496	1,322,226	1,317,000
Intergovernmental Revenue	6,544,034	6,263,050	6,492,143	6,519,800	6,642,319	5,895,000
Charges for Services	12,050,898	11,684,925	9,741,531	8,353,230	7,745,162	8,116,010
Fines and Forfeitures	415,312	438,462	424,346	356,600	302,000	408,900
Interest Income	788,726	488,161	228,302	200,000	125,000	229,945
Transfers from Other Funds	11,922,314	22,062,424	11,619,749	11,580,080	11,474,284	10,834,322
Other Revenue	269,212	334,449	492,683	324,440	281,142	539,900
<b>Total Current Revenues</b>	<b>\$73,216,034</b>	<b>\$81,475,806</b>	<b>\$66,496,325</b>	<b>\$67,079,166</b>	<b>\$65,691,653</b>	<b>\$65,375,468</b>
Appropriation from Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Carry over amount (one time)	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$73,216,034</b>	<b>\$81,475,806</b>	<b>\$66,496,325</b>	<b>\$67,079,166</b>	<b>\$65,691,653</b>	<b>\$65,375,468</b>
<b>APPROPRIATIONS (Category)</b>						
Fire	\$15,958,871	\$15,024,865	\$14,164,809	\$14,610,805	\$13,540,455	\$13,461,149
Police	19,804,872	18,777,984	17,647,282	17,581,646	17,559,040	16,940,919
Community Services	14,160,703	11,102,757	12,298,748	10,794,470	8,034,911	8,884,188
General Government	9,643,340	11,862,228	8,471,006	8,978,705	8,375,268	7,458,458
Culture and Recreation	14,600,200	12,809,831	12,238,600	10,214,353	12,042,467	11,816,432
Debt Service	1,967,315	2,554,652	2,146,551	2,530,670	2,590,670	2,601,718
Other	2,646,546	11,154,005	2,324,035	2,368,517	3,993,829	4,212,604
<b>Total Appropriations</b>	<b>\$78,781,847</b>	<b>\$83,286,322</b>	<b>\$69,291,031</b>	<b>\$67,079,166</b>	<b>\$66,136,640</b>	<b>\$65,375,468</b>
<b>APPROPRIATIONS (Object)</b>						
Salaries	\$38,549,377	\$36,814,851	\$33,581,987	\$31,384,044	\$32,147,555	\$30,883,289
Benefits	19,185,145	18,624,459	18,456,027	18,094,762	17,409,790	16,678,911
Operating Expenses	14,823,217	14,519,671	14,410,103	14,801,690	13,633,733	14,570,350
Capital Outlay	901,374	619,139	88,000	168,000	341,027	641,200
Debt Service	2,467,315	2,554,652	2,539,175	2,530,670	2,590,670	2,601,718
Transfer to Other Funds	2,855,418	10,153,550	215,739	100,000	13,865	-
<b>Total Appropriations</b>	<b>\$78,781,846</b>	<b>\$83,286,322</b>	<b>\$69,291,031</b>	<b>\$67,079,166</b>	<b>\$66,136,640</b>	<b>\$65,375,468</b>
<b>Revenue Surplus/(Shortfall)</b>	<b>(\$5,565,812)</b>	<b>(\$1,810,516)</b>	<b>(\$2,794,706)</b>	<b>\$0</b>	<b>(\$444,987)</b>	<b>\$0</b>

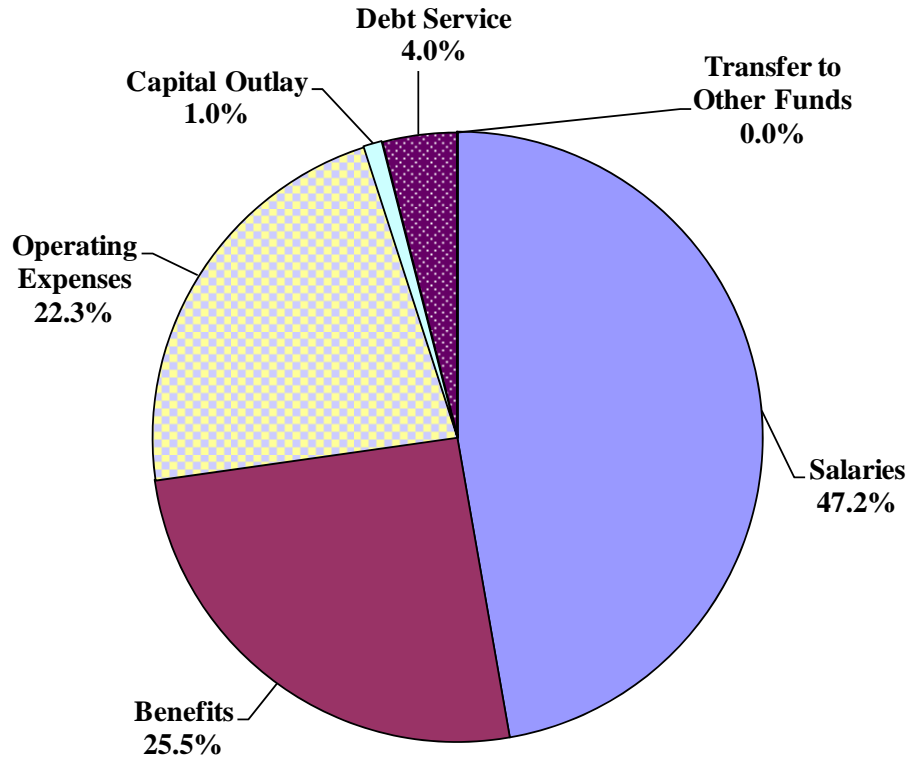
**Proposed FY 2011-12 General Fund Budget Revenue Category**



**Proposed FY 2011-12 General Fund Budget Appropriations by Category**



**Proposed FY 2011-12 General Fund Budget Appropriations by Object**

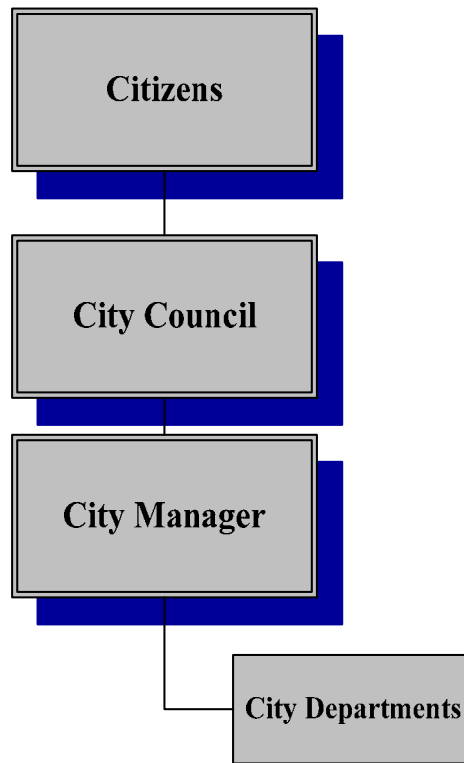






*Departmental*  
*Presentations*





## *City Council*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Position Information

**Mission Statement**

The Folsom City Council exists to provide responsible leadership to an empowered and accountable City Manager by establishing policy direction and financial oversight required for long term viability, and to residents and businesses of Folsom through sound decision-making in our quest to provide for public health, safety, and quality of life.

**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$37,200	\$37,200	\$37,200	\$37,200	0.00%
Benefits	\$67,884	\$86,551	\$86,520	\$54,861	-36.61%
Operation & Maintenance	\$19,417	\$11,815	\$4,081	\$11,815	0.00%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$124,501</b>	<b>\$135,566</b>	<b>\$127,801</b>	<b>\$103,876</b>	<b>-23.38%</b>

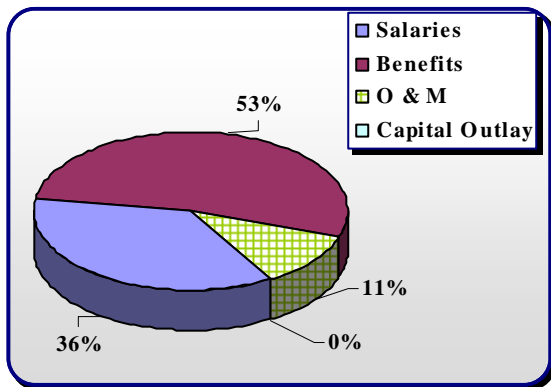
  

<b>Funding Source</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
General Fund	\$124,501	\$135,566	\$127,801	\$103,876	-23.38%
<b>Total</b>	<b>\$124,501</b>	<b>\$135,566</b>	<b>\$127,801</b>	<b>\$103,876</b>	<b>-23.38%</b>

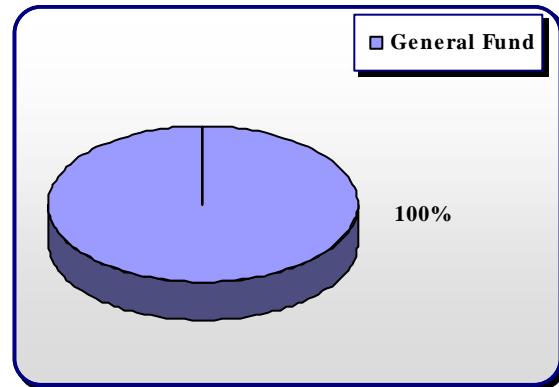
  

Full-Time Positions	5.00	5.00	5.00	5.00	0.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

City Council

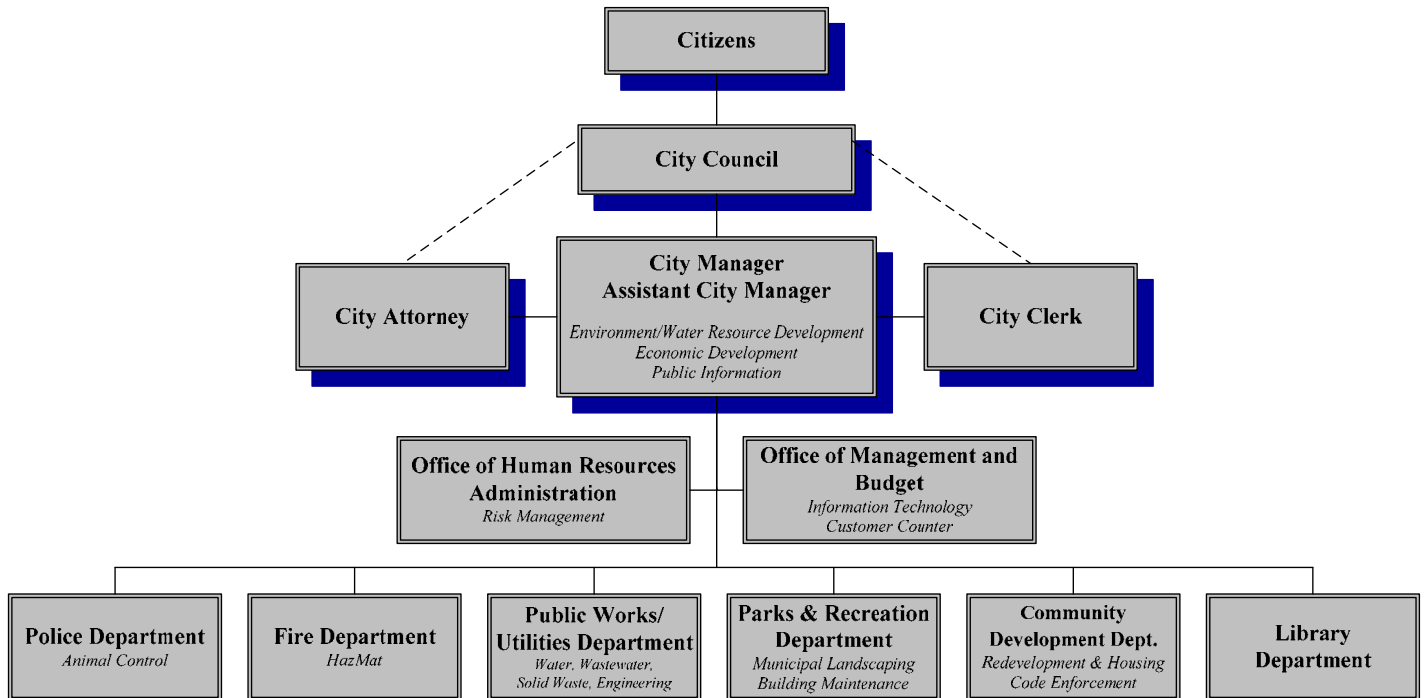
**\$103,876**

The Council governs the City of Folsom by enacting and enforcing all laws and regulations concerning municipal affairs, subject only to limitations and restrictions of the City Charter and the state constitution. The Council serves as the legislative and policy-making body of the City of Folsom.

**Position Information**

<b>Position</b>	<b>FY 2007-08 Approved</b>	<b>FY 2008-09 Approved</b>	<b>FY 2009-10 Approved</b>	<b>FY 2010-11 Approved</b>	<b>FY 2011-12 Approved</b>
Mayor	1.00	1.00	1.00	1.00	1.00
Council Member	4.00	4.00	4.00	4.00	4.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>





## City Manager

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Workload Measures
- ▶ Key Issues
- ▶ Position Information
- ▶ Major Contracts

**Mission Statement**

The mission of the City Manager’s Office is to sustain and enhance the high quality of life in Folsom by implementing City Council policies, developing and maintaining responsive City programs and services within approved budgetary guidelines, providing leadership and motivation to City staff, maintaining and planning for fiscal integrity, promoting good customer service, and initiating and continuing strong relationships with local and regional businesses and governmental agencies.

**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$482,219	\$511,955	\$381,649	\$681,750	33.17%
Benefits	\$241,411	\$231,259	\$172,598	\$322,160	39.31%
Operation & Maintenance	\$101,072	\$24,908	\$114,874	\$104,366	319.01%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$824,701</b>	<b>\$768,122</b>	<b>\$669,122</b>	<b>\$1,108,276</b>	<b>44.28%</b>

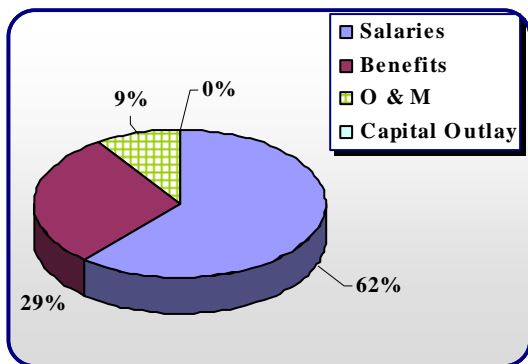
  

<b>Funding Source</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
General Fund	\$824,701	\$768,122	\$669,122	\$1,108,276	44.28%
<b>Total</b>	<b>\$824,701</b>	<b>\$768,122</b>	<b>\$669,122</b>	<b>\$1,108,276</b>	<b>44.28%</b>

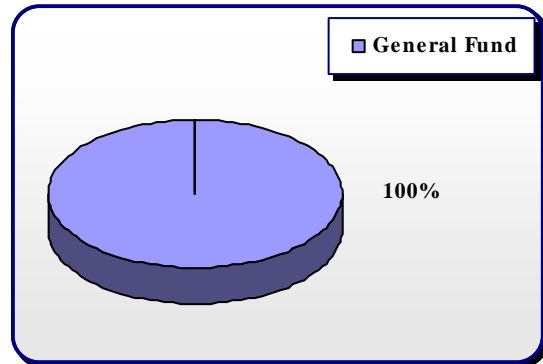
  

Full-Time Positions	5.00	6.25	6.25	6.00	-4.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**



**Department Funding Sources**





**Program Information**

City Manager

\$1,108,276

The City Manager serves as liaison between the City Council and the general public; manages, through the departmental organization, the service and staff operations of City government; implements City Council policies; supports City services through budget process formulation; and facilitates City Council in the development and implementation of public policies.

**FY 2010–11 Accomplishments**

- Continued to navigate challenging economy through fiscal vigilance, careful planning, and zero-based budgeting, carefully evaluating City programs to help ensure cost efficiency
- Continued to provide leadership and strategic direction to staff for high-impact projects and programs, including budget issues, sphere of influence and annexation issues, water conservation and metering, economic development, redevelopment, and Historic District revitalization, among others
- Worked to ensure consistent, open communication with employees through convening regular "employee chats," developing and distributing internal employee newsletters, and other proactive communication tactics
- Obtained City Council approval of the City of Folsom's Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan
- Matched interested volunteers with City volunteer opportunities in nearly all departments through the City's volunteer program, including providing on-line job description information and search capabilities
- Continued the Employee Leadership Program, an employee training program designed to improve key leadership, management, and customer service skills using internal resources for instructors and curricula
- Produced eight issues of the *City Newsletter* to inform residents about key programs, projects, and services, utilizing in-house resources and electronic distribution to achieve significant cost savings
- Continued commitment to quick turnaround times and tracking of responses to customer e-mail, web site, phone, and written inquiries
- Continued commitment to timely response to media and public information inquiries, proactive outreach to local and regional media, and educating and informing residents on a variety of issues ranging from water conservation to fiscal challenges to revitalization, among others

**FY 11–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Ensure initial response to constituent e-mail or voice mail (with follow-up within 15 business days as necessary)	Response within 24 hours	Response within 24 hours	Response within 24 hours

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Edit, produce, and distribute <i>City Newsletter</i> .	Produced 8 issues (posted to website with email notification; printed limited number of copies for public locations; mailed one special Redevelopment Agency edition)	Produced 8 issues (posted to website with email notification; mailed three special Redevelopment Agency editions)	Produce 8 issues (post to website with email notification).

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Update news sections and home page of City’s website.	Twice weekly	Twice weekly	Twice weekly

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Ensure timely response to print and electronic news media inquiries	Response within 24 hours	Response within 24 hours	Response within 24 hours

**FY 2011–12 Statistics / Workload Measures**

Statistics / Workload Measures	Actual 2009-10	Projected 2010-11	Budget 2011-12
Number of Volunteer Opportunities posted on-line for interested volunteers	15	15	15+
Number of City Newsletters	8	8	8
Number of Employee Newsletters	4	4	4
Number of News Releases/Media Advisories/Commentaries	40	50	50
Number of News Media Inquiries	Not tracked	196	200

**Key Issues**

- Continuing to ensure City's fiscal stability in the face of a challenging economy, including vigilance with regard to budget implementation as well as identification and implementation of high value process improvements throughout the City to achieve maximum cost efficiencies resulting in cost savings
- Negotiating successful tax sharing agreement with Sacramento County related to the annexation of Folsom's sphere of influence
- Working with staff and stakeholders to ensure successful completion of Historic Sutter Street Revitalization Project
- Working with staff to initiate update to City's General Plan
- Continuing to support Mayor and City Council economic development initiatives
- Continuing to ensure effective and timely communication with residents, merchants, employees, members of the media, and other City of Folsom stakeholders

***Future Key Issues***

- Fiscal vigilance
- Fostering economic development opportunities
- Sphere of influence/annexation
- Effective internal and external communication

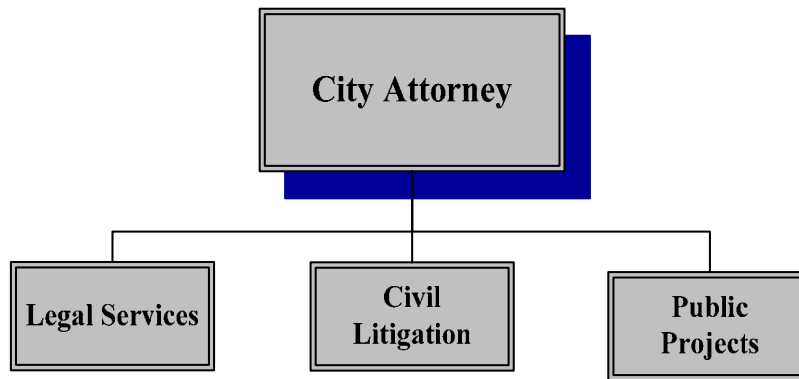
**Position Information**

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
City Manager	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	-	-	-	1.00	1.00
Assistant to the City Manager	1.00	1.00	1.00	1.00	1.00
Executive Assistant II	1.00	1.00	1.00	1.00	1.00
Director of Intergovernmental Affairs and Economic Development	-	-	-	0.25	-
Chief of Environmental/Water Resources	-	-	-	1.00	1.00
<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>5.25</b>	<b>5.00</b>
<b>Public Information</b>					
Public Information Officer	0.75	0.75	1.00	1.00	1.00
Marketing & Graphics Coordinator - Limited Term	-	-	1.00	-	-
<b>Subtotal</b>	<b>0.75</b>	<b>0.75</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total</b>	<b>3.75</b>	<b>3.75</b>	<b>5.00</b>	<b>6.25</b>	<b>6.00</b>

**Major Contracts** (over \$25,000)

None





Provide counsel to:  
City Council  
City Manager  
City Departments  
Boards and Commissions  
Draft and/or approve as to form:  
Ordinances  
Resolutions  
Contracts  
Documents  
Provide legal opinions and/or interpretations

Defend and prosecute lawsuits involving the City  
Direct and coordinate outside counsel  
Supervise/Monitor tort litigation  
Assist with Code Enforcement  
Review/Monitor claims

Provide legal support for:  
Public construction projects  
Redevelopment projects

## *City Attorney*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Workload Measures
- ▶ Key Issues
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

**Mission Statement**

The mission of the City Attorney's office is to serve the City of Folsom by providing accurate, timely and effective legal advice and representation to the City Council, the City Manager and the officers and employees of the City.

The City Attorney's office is committed to providing high quality and aggressive litigation representation to assure that each case is resolved in a manner that protects the interests of the City; devoting the time and resources necessary to provide the highest quality legal advice; responding to requests for opinions, ordinances, contracts and other documents in the highest professional manner; working creatively with City officers and employees to accomplish the policy objectives of the City and to prevent legal problems from arising.

**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$573,559	\$497,647	\$479,846	\$405,983	-18.42%
Benefits	\$290,936	\$217,002	\$218,573	\$224,204	3.32%
Operation & Maintenance	\$68,767	\$84,465	\$81,829	\$154,882	83.37%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$933,262</b>	<b>\$799,114</b>	<b>\$780,248</b>	<b>\$785,069</b>	<b>-1.76%</b>

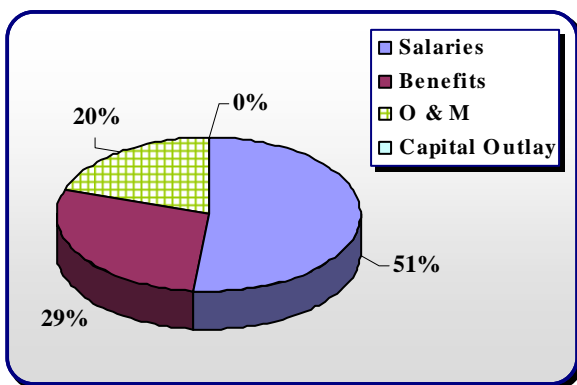
  

<b>Funding Source</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
General Fund	\$933,262	\$799,114	\$780,248	\$785,069	-1.76%
<b>Total</b>	<b>\$933,262</b>	<b>\$799,114</b>	<b>\$780,248</b>	<b>\$785,069</b>	<b>-1.76%</b>

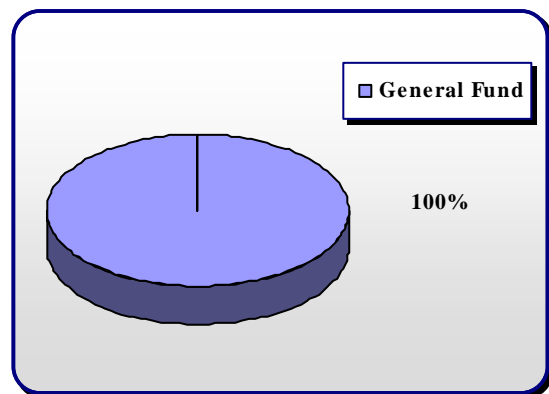
  

Full-Time Positions	5.00	4.00	4.00	4.00	0.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**



**Department Funding Sources**



## **Program Information**

**City Attorney**

**\$785,069**

The City Attorney's office provides legal representation and services to the City Council, City officials, Commissions and City employees. The responsibilities of the City Attorney are governed by Section 4.03 of the City Charter and Section 2.11.040 of the Folsom Municipal Code.

## **FY 2010–11 Accomplishments**

- Inclusionary Housing - Ord. 1140
- Taxicab: Resolution 8786 - Fee Schedule / Ordinance 1139 - Repeal & Reenact
- Surplus Property: Ordinance 1132 - Repeal & Reenact
- Sphere of Influence Draft Environmental Impact Report/Environmental Impact Statement review and revision
- Review and oversee numerous Affordable Housing Agreements
- Updated sections of the Municipal Law Handbook for League of CA Cities
- Big League Dreams Licensing Agreement
- Review, oversee and assist in the Teichert Quarry application
- Emergency ambulance services contract with California Department of Corrections and Rehabilitation
- Assist with long term Site License Cell Tower Revenue Agreements
- Assist departments with multiple Property Agreements
- Request for proposal and Purchase and Sale Agreement for the sale of RG Smith Club House
- Review, oversee and assist in the Lot Y Hotel appeal
- In-House Ethics, Peace Officers Procedural Bill of Rights and Workers' Compensation Training
- Review and assist with numerous Fee Deferral / Development Agreements and General Plan Amendments
- Oversaw and handled employee disciplinary cases and Employment Development Department Appeal
- In-House Processing of Small Claims Matters
- Reviewed 176 contracts in Fiscal Year 2010-11 to date
- Assist and oversee administrative investigations and employee personnel matters
- Oversight of Workers' Compensation and Liability matters
- Coordination and handling of Pitchess Motions/Weapons Petitions
- Oversee outside Counsel Litigation
- Provide Claims oversight
- Oversee Subrogation Cost Recovery with 76% recovery rate

**FY 11–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Review contracts within 3 days	3 business days	3 business days	3 business days

**Customer Service Performance Indicator 2:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Provide 3 trainings to employees and commissioners on citywide legal topics	3/year	3/year	3/year

**Customer Service Performance Indicator 3:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Meet monthly with Human Resources and York Insurance Services Group, Inc.	1/month	1/month	1/month

**FY 2011–12 Statistics / Workload Measures**

<b>Statistics / Workload Measures</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Number of contracts reviewed	338	400	400
Number of active civil litigation matters	20	10	10
Number of active Workers' Compensation matters (medical only & Indemnity claims)	32 Medical 54 Indemnity	40 Medical 35 Indemnity	40 Medical 35 Indemnity
Number of Pitchess and Weapon hearings handled	4 Weapons 6 Pitchess	20	20
Number of training sessions put on for City employees on legal issues	3	2	2
Number of claims managed	59	60	60



**Key Issues**

- Sphere of Influence Environmental Impact Report/Environmental Impact Statement Annexation
- Conclude Teichert Quarry Issues
- Redevelopment Issues-Governor’s State Budget Proposals
- In-House Employee Training

***Future Key Issues***

- Sphere of Influence Environmental Impact Report/Environmental Impact Statement Annexation

**Position Information**

<b>Position</b>	<b>FY 2007-08 Approved</b>	<b>FY 2008-09 Approved</b>	<b>FY 2009-10 Approved</b>	<b>FY 2010-11 Approved</b>	<b>FY 2011-12 Approved</b>
City Attorney	1.00	1.00	1.00	1.00	1.00
Deputy City Attorney	1.00	-	-	-	-
Deputy/Assistant City Attorney	1.00	1.00	1.00	1.00	1.00
Legal Analyst	1.00	1.00	1.00	1.00	1.00
Legal Technician	-	-	-	-	1.00
Legal Secretary	1.00	1.00	1.00	1.00	-
Safety Officer	-	1.00	1.00	-	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>

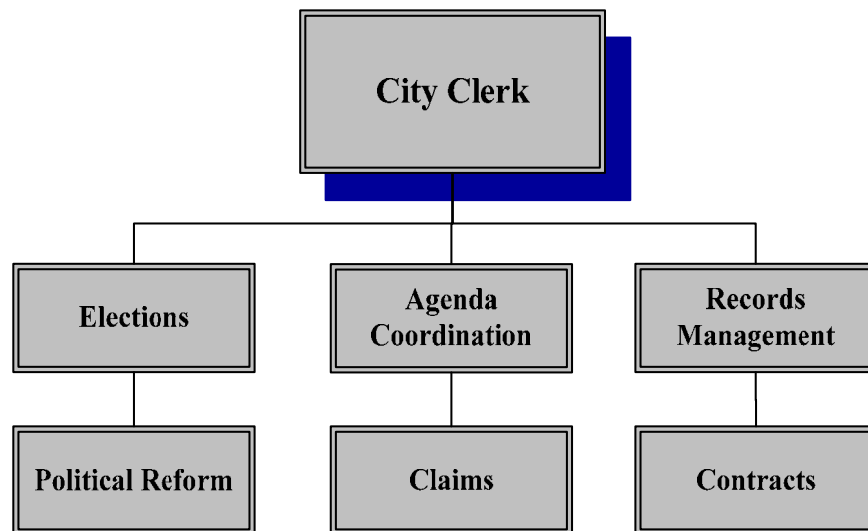
**Major Contracts** (over \$25,000)

Miscellaneous Attorneys and Legal Firms	\$45,000
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**New and Replacement Vehicles**

None
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## *City Clerk*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Workload Measures
- ▶ Key Issues
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

**Mission Statement**

The City Clerk’s Department is committed to preserving all of the City’s official records, conducting impartial elections, ensuring that City Council meetings take place in an open and public forum, and providing accurate information in a timely manner to the public and city staff and officials. The City Clerk’s Department strives to conduct all professional interactions with honesty, integrity and fairness.

**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$214,909	\$218,288	\$203,610	\$221,233	1.35%
Benefits	\$131,455	\$120,380	\$114,687	\$117,514	-2.38%
Operation & Maintenance	\$59,727	\$65,988	\$59,216	\$33,670	-48.98%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$406,091</b>	<b>\$404,656</b>	<b>\$377,513</b>	<b>\$372,417</b>	<b>-7.97%</b>

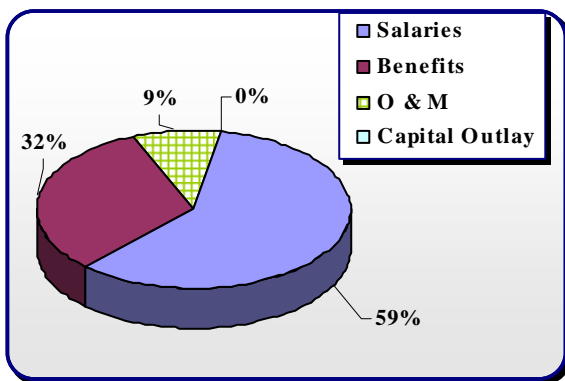
  

<b>Funding Source</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Program Revenue	\$4,339	\$961	\$1,194	\$1,000	4.06%
General Fund	\$401,752	\$403,695	\$376,319	\$371,417	-8.00%
<b>Total</b>	<b>\$406,091</b>	<b>\$404,656</b>	<b>\$377,513</b>	<b>\$372,417</b>	<b>-7.97%</b>

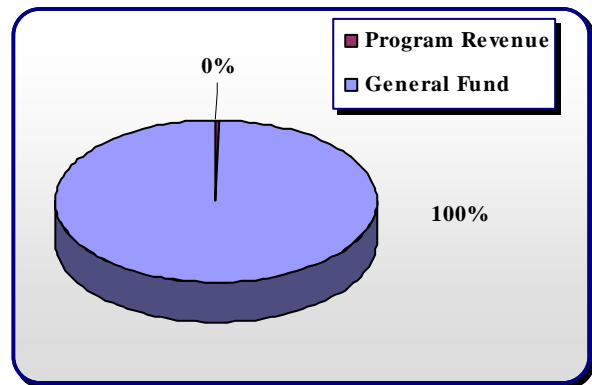
  

Full-Time Positions	3.50	3.00	3.00	3.00	0.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

City Clerk

\$372,417

The City Clerk’s Department oversees the preparation, production and distribution of the City Council meeting agenda and agenda packet. The City Clerk attends all City Council sessions and is responsible for the creation of the official record of those sessions. The City Clerk certifies (by her signature), maintains custody, and controls the storage of all city legislation including ordinances, resolutions, minutes, contracts, and other legal documents pertaining to the operation of city. The City Clerk is responsible for the publication, update and distribution of the Folsom Municipal Code.

The City Clerk’s Department conducts impartial city elections, oversees the ballot measure process, and assists City Council candidates in meeting their legal election obligations before and after elections. The City Clerk manages compliance with State laws and with the Political Reform Act by serving as the local filing officer for all Fair Political Practices Commission, Election and Conflict of Interest filings.

**FY 2010–11 Accomplishments**

- Continued focus on work efficiencies to address staffing shortages
- Continued focus on excellent public assistance/customer service
- Conducted 2010 General Municipal Election
- Processed approximately 500 City Council staff reports
- Processed approximately 320 contracts
- Processed approximately 140 Public Records Requests to date
- Processed approximately 200 Political Reform Act filings
- Processed approximately 350 resolutions, ordinances, resolutions of commendations, and proclamations
- Creation, maintenance and indexing of the city’s legislative history

**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Agendas and Agenda Packets produced	72 hours in advance	72 hours in advance	72 hours in advance

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Respond to Public Records Requests	Within ten days	Within ten days	Within ten days

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Respond to internal request for archival research	Same day	Within one to two days	Within two to three days

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Contracts processing time	Same day	Within one to two days	Within two to three days

**FY 2011-12 Statistics / Workload Measures**

Statistics / Workload Measures	Actual 2009-10	Projected 2010-11	Budget 2011-12
Agendas and Agenda Packets	24	24	24
City Council Meeting / Chambers Preparation	24	24	24
Claims (received, indexed and processed)	59	60	60
Contracts / Deeds / Recorded Documents (indexed, processed, scanned and archived)	360	380	380
Municipal Code Updates (quarterly distribution of 100 sets of updates)	4	4	4
Political Reform Act Filings (noticing, processing, indexing)	245	270	270
Public Records Requests (process, research, review, produce)	150	160	170
Resolutions of Commendation and Proclamations	51	45	50
Resolutions and Ordinances (prepared, indexed, scanned and archived)	209	215	240
Staff Reports (indexed and archived)	366	400	420

**Key Issues**

- Continued focus on work efficiencies to address staffing shortages
- Continued focus on excellent public assistance/customer service
- City Council staff reports
- Contracts
- Public Records Requests
- Political Reform Act filings

- Resolutions, ordinances, resolutions of commendations, and proclamations
- Creation, maintenance and indexing of the city’s legislative history

**Future Key Issues**

- 2012 General Municipal Election

**Position Information**

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
City Clerk	1.00	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00	1.00
City Clerk Technician I	-	-	-	-	1.00
Deputy City Clerk	1.00	1.00	1.00	-	-
Senior Office Assistant	1.00	0.50	0.50	1.00	-
<b>Total</b>	<b>4.00</b>	<b>3.50</b>	<b>3.50</b>	<b>3.00</b>	<b>3.00</b>

**Major Contracts** (over \$25,000)

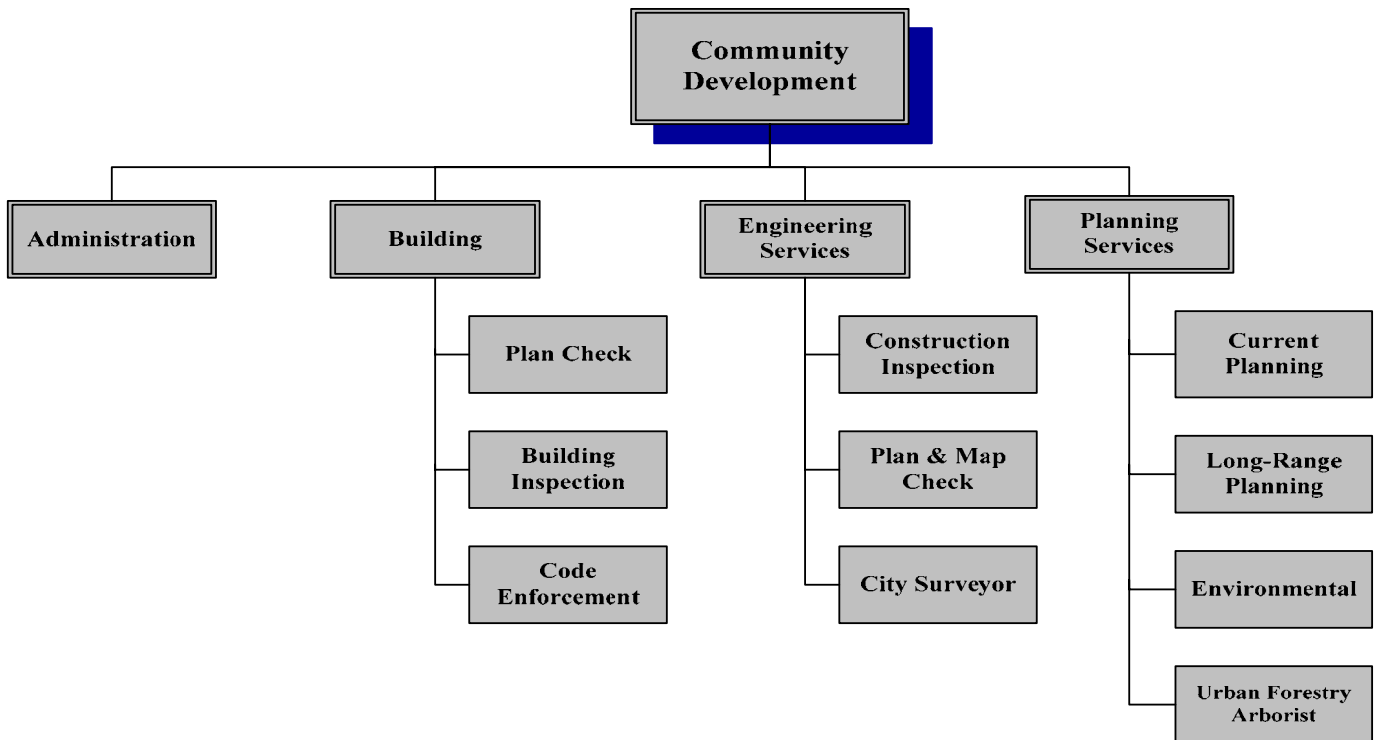
None

**New or Replacement Vehicles**

None







## *Community Development*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Impacts
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Workload Measures
- ▶ Key Issues
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

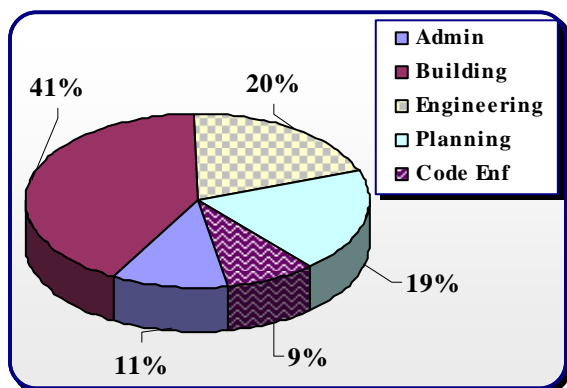
### Mission Statement

To provide a progressive, responsive, clear and timely development process that focuses on the public interest and results in a balanced, sustainable community.

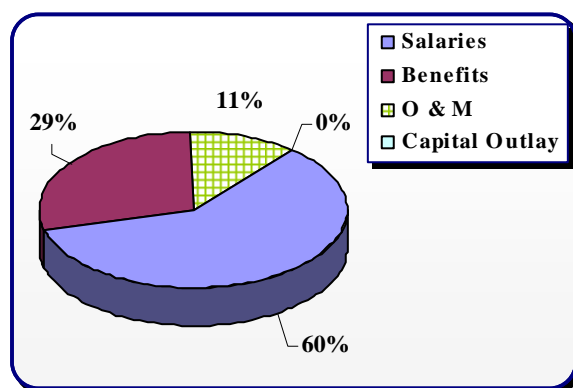
### Budget Summary

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$1,863,014	\$1,558,666	\$1,626,628	\$1,841,572	18.15%
Benefits	\$1,020,516	\$839,988	\$850,828	\$891,800	6.17%
Operation & Maintenance	\$531,175	\$287,378	\$362,223	\$353,843	23.13%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$3,414,705</b>	<b>\$2,686,032</b>	<b>\$2,839,679</b>	<b>\$3,087,215</b>	<b>14.94%</b>
Administration	\$577,511	\$310,429	\$306,048	\$332,932	6.8%
Building Services	\$1,442,140	\$1,206,012	\$1,229,340	\$1,285,847	6.2%
Engineering Services	\$635,224	\$604,975	\$586,524	\$611,632	1.1%
Planning Services	\$418,366	\$433,667	\$537,841	\$590,669	26.6%
Code Enforcement	\$341,464	\$130,949	\$179,927	\$266,135	50.8%
<b>Total</b>	<b>\$3,414,705</b>	<b>\$2,686,032</b>	<b>\$2,839,679</b>	<b>\$3,087,215</b>	<b>13.0%</b>
<b>Funding Source</b>					
Program Revenue	\$1,710,336	\$2,217,787	\$1,796,093	\$1,934,690	-12.76%
SAVSA	\$79,540	\$60,000	\$45,000	\$60,000	0.00%
Tree Mitigation	\$0	\$0	\$100,000	\$120,000	0.00%
General Fund	\$1,624,829	\$408,245	\$898,586	\$972,525	138.22%
Other Inter-Fund Transfers	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$3,414,705</b>	<b>\$2,686,032</b>	<b>\$2,839,679</b>	<b>\$3,087,215</b>	<b>14.94%</b>
Full-Time Positions	33.00	21.00	21.00	21.50	2.38%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

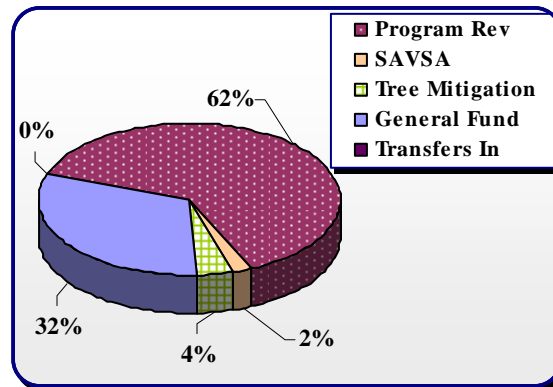
Department by Divisions



Department Expenditure by Category



### Department Funding Sources



## Program Information

### Community Development

The Community Development Department actively participates in development-related projects and issues. The department includes four divisions: Planning, Engineering, Building and Safety, and Redevelopment & Housing

#### Administration Division

**\$332,932**

Administration for the Community Development Department is conducted by the Community Development Director who provides support to the City Manager, City Council, Planning Commission, Historic District Commission and other City departments. Functions of the administration include preparation of the annual departmental budget, coordination of department divisions, monitoring departmental communications to the City Council and other commissions, conducting intergovernmental relations, liaison to the development and business community, project management of the Folsom Sphere of Influence annexation, overseeing strategic comprehensive planning, and administering special projects. The Community Development Director is also responsible for overseeing development in the City’s Redevelopment project area and planning and monitoring affordable housing activity in the City’s Redevelopment Area and entire City.

#### Planning Division

**\$590,669**

The Planning Division encompasses a variety of roles that are often grouped under the headings of current (i.e., new development and Historic preservation and revitalization) and long range (future development) planning. Current planning activities deal with applications for specific development entitlements, while the long-range planning focuses on the City’s General Plan and other policy-related matters. In practice, the two planning areas are intertwined so that recommendations and interpretations of codes are guided by adopted policy, including appropriate Federal and State regulations. Besides implementing the City’s General Plan and Zoning Code, the Planning Division is responsible for City compliance with the

California Environmental Quality Act(CEQA), as well the State Subdivision Map Act and State Planning Law.

**Engineering Division****\$611,632**

The Engineering Division is responsible for the review and approval of public and private improvement plans for private development in the City. The Engineering Division is also responsible for processing and approving all final/parcel maps, lot line adjustments, parcel mergers, and certificates of compliance, as well as issuing all grading, encroachment and transportation permits and tree permits. The Engineering Division works directly with the City Arborist and the Construction Inspection Division to assure that all public and private improvements are constructed in accordance with the approved improvement plans. The Engineering Division assists the Public Works Department and Parks & Recreation Department with construction management and construction inspection of improvement projects in the City. The Engineering Division is also responsible for the administration and enforcement of the City of Folsom's Floodplain Ordinance.

**Building and Safety Division****\$1,285,847**

The Building, Plan Check and Inspection Division is responsible for public education of code issues, processing, regulating and monitoring all construction work (life safety, structural, accessibility, energy, plumbing, electrical and mechanical) within the City. This includes new construction as well as additions and remodeling to existing buildings. Building plans for projects are reviewed to assure conformance with all state and local laws. Prior to permit issuance, applications are checked for submittal of applicable revenues such as processing, plan review, inspection and development fees as well as any additional City, County and State fees. After permit issuance, periodic inspections are conducted to verify that the structure is in conformance with the approved plans.

**Code Enforcement****\$266,135**

The Code Enforcement Division is responsible for responding to citizen concerns and the enforcement of the Folsom Municipal Code. By doing so, it maintains compliance and removes visual blight and nuisances from the community including abandoned vehicles, graffiti, unsafe buildings and work without required city permits. The Code Enforcement Division encourages voluntary compliance vs. penalty and resolves a majority of cases with this approach.

**FY 2011–12 Impacts**

- Redevelopment & Housing functions will consolidate with the Community Development Department
- Addition of an Associate Planner which will be shared with Redevelopment to provide increased customer service for planning and housing functions.

## **FY 2010–11 Accomplishments**

### **Community Development – Redevelopment & Housing**

- Continue working with financial institutions, developers property owners, etc. on various different subdivisions which have been abandoned and/or foreclosed upon to coordinate either long-term maintenance of the subdivision improvements and/or completion of the required subdivision improvements
- Continue working with consultant on the revision and update to City Design and Construction Standards
- Issued 10 Residential, Commercial, Industrial and Office Development Grading Permits
- Issued 150 Encroachment Permits
- Issued 500 Transportation Permits
- Staff support to Sphere of Influence (SOI) Public Facilities Financing Plan, Municipal Services Report and 2x2 City/County tax-sharing negotiations
- Staff continues to monitor Sacramento County General Plan Update and Truck Quarry Meetings
- Participated in Sacramento Area Council of Government's (SACOG) Regional Planning Partnership
- Participated in Greater Folsom Transportation Management Association
- Staffed the Folsom-El Dorado County Joint Powers Agreement (JPA)
- Continue to work on General Plan Update
- Continue to provide construction inspection services to various city projects being administered by the Public Works Department and the Parks & Recreation Department
- Continuing efforts to refund the backlog of performance deposits provided by the developers for various private developments.
- Continuing active participation in Highway 50 Corridor JPA.
- Worked with new property owners of Treehouse Development to complete structural repairs to Barnhill Drive and Bonanza Court to open streets to public traffic
- Completed SOI Specific Plan.
- Completed and circulated SOI Draft Environmental Impact Report (EIR)/Environmental Impact Study (EIS)
- Adopted Green Building Code.
- Cal ISO headquarters building (277,000 SF) completed.
- Micro TI (50,000 SF in Evergreen Business Park on Iron Point Road) completed.
- Pink berry opened at Palladio and Blue Nami, Whole Foods, and Johnny Rockets applied for building permits.
- Certified Wal-Mart EIR and approved entitlements.
- Alzheimer's facility at East Natoma and Golf Links completed.
- Transition housing (18 units) on Bidwell Street completed.
- Smashburger, Buffalo Wild Wings and Sutter Street Steakhouse opened.
- Sutter Streetscape Improvements (\$8 million) 90% complete.
- Started Streetscape building facade improvements.
- Implemented expedited tenant improvement plan check by appointment.
- Advertised and received proposals for Sibley Street Affordable Housing Project (84 units).
- Completed Historic Plaza design and bid the project (\$6.5 million).
- Installed MCI/Verizon Transmission Project, a multimillion dollar fiber optics project for Broadstone area.
- Sketchers Shoes and Book Warehouse opened at Folsom Premium Outlets.

- Tuesday Morning Store opened on East Bidwell.
- Intel Tenant Improvement project underway.
- Two new office buildings applied for building permits at Broadstone Professional Center.
- Solar farm installation at Intel completed (1.5 kilowatts of energy produced each year, enough to power 175 homes).
- Continued efforts to complete the State-funded grants for the City’s Tree Inventory and the Tree Planting for East Bidwell Street projects.

**Building, Plan Check and Code Enforcement**

- Imported/imaged building permit records
- Produced in excess of 200 public record requests for internal and external customers
- Using project management methodology and teaming with developers, successfully met permit issuance dates of major projects
- Increased next-day inspections to 100% when a full inspection staff was available
- Responded to 13,526 building inspection requests
- Continued to document all graffiti complaints within 24 hours and abated cases with 48 hours of documentation
- Developed and implemented the plan review by appointment program of small tenant improvements.
- Maintained minimum coverage of two Permit Technicians at front counter through cross training
- Successfully resolved and closed 2257 Code Enforcement cases
- Continued more accurate documentation of staff time and accountability
- Provided 16 hours of training for staff certifications
- Completed water conservation project on Oak Avenue with DWR grant funds which resulted in 60% water use savings

**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Review new project entitlement submittals and determine completeness within 15 working days	90%	95%	90%

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Process applications requiring Planning Commission level approvals within 3 months from the time of the determination of completeness	75%	90%	90%

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Process applications requiring Historic District Commission level approvals within 3 months from the time of the determination of completeness	75%	90%	90%

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Prepare Microsoft “Project” for the management of complex or high profile projects	15%	20%	100%

**Customer Service Performance Indicator 5:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Update the website map of proposed projects on a bi-weekly basis	85%	100%	90%

**Customer Service Performance Indicator 6:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Complete Engineering Division review of all building permit applications within current established turnaround times	90%	95%	85%

**Customer Service Performance Indicator 7:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Complete Engineering Division review of public and private improvement plans for all development projects within current established turnaround times	N/A	90%	85%

**Customer Service Performance Indicator 8:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Process all final/parcel maps, lot line adjustments and certificates of compliance within 3 months from the date of a complete submittal	95%	95%	80%

**Customer Service Performance Indicator 9:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Update and expand existing and/or create new building and engineering related customer handouts to incorporate new grading and retaining wall plan requirements	80%	95%	80%

**Customer Service Performance Indicator 10:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Update the City’s website to include all updated, revised or new engineering and building related customer handouts	60%	95%	80%

**Customer Service Performance Indicator 11:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Return phone calls and emails from residents and customers within 24 hours	N/A	N/A	100%

**Customer Service Performance Indicator 12:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Update the City’s website to provide user-friendly, updated, revised, or new building code-related handouts	60%	85%	85%

**Customer Service Performance Indicator 13:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Review and implement H.T.E. Click 2 Gov program to allow access by public	N/A	50%	100%

**Customer Service Performance Indicator 14:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Review and refine Expedited Plan Review Program for minor tenant improvement projects	N/A	90%	100%



**Customer Service Performance Indicator 15:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Establish system for digitally scanning and archiving records to reduce off-site storage fees and allow easier access	N/A	75%	100%

**Customer Service Performance Indicator 16:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Provide internal training for Permit Technicians to improve processing and customer service	N/A	50%	100%

**Customer Service Performance Indicator 17:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Update the City’s website to provide user-friendly, updated, revised, or new Code Enforcement information	60%	75%	100%

**Customer Service Performance Indicator 18:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Develop seasonal Code Enforcement articles for the City’s Newsletter	N/A	50%	95%

**Customer Service Performance Indicator 19:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Establish system for tracking number of foreclosure/distressed properties through CE process	60%	75%	100%

**Customer Service Performance Indicator 20:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Expand enforcement role to assist finance with delinquent business licensing and water shut offs.	70%	80%	90%

**Customer Service Performance Indicator 21:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Initiate focus enforcement in neighborhoods based on complaint demand	50%	75%	90%

**FY 2011–12 Statistics / Workload Measures**

**Building and Safety**

Statistics / Workload Measure	Actual 2009-10	Projected 2010-11	Budget 2011-12
Maintain established plan review turnaround times	95%	95%	98%
Respond to field inspection requests	24 Hours	24 Hours	24 Hours
Maintain express permitting turnaround times	95%	95%	98%
Develop new handouts, provide education of processes and enhance partnerships during the permit process	50%	80%	95%
Initial response time to Code Enforcement complaints with two Officers	24 Hours	24 Hours	24 Hours
Response time, document and removal of graffiti.	Within 48 hours	Within 48 Hours	Within 48 hours
Develop new and update existing informational CE brochures.	50%	80%	95%
Initial response time to Abandoned vehicle complaints with two officers.	24 Hours	24 Hours	24 Hours

**Engineering**

Statistics / Workload Measure	Actual 2009-10	Projected 2010-11	Budget 2011-12
Grading permits issued	21	10	15
Encroachment Permits Issued	180	100	150
Transportation Permits Issued	554	550	500
Final/Parcel Maps Processed	3	2	2
Lot Line Adjustments (Engineering Rev)	4	3	3
Improvement Plans Reviewed/Approved	18	7	10
Construction inspections performed for permits (Assume minimum two per permit)	302	400	330

**Planning**

Statistics / Workload Measure	Actual 2009-10	Projected 2010-11	Budget 2011-12
Architectural Review Applications	47	50	50
Sign Permit	100	80	100
Historic District (HDC) Entitlements*	9	12	10
Lot line adjustment applications	4	2	3
Planning PC/CC Entitlements*	32	20	20
Special Event Permits	88	75	80
Temporary Sign Permits	82	75	80
Temporary Use Permits	3	5	6

\*Includes multiple entitlement requests consolidated into one application.

**Key Issues**

**Planning and Engineering**

- Comprehensive City Standard Construction Specifications and Design Standards Update
- Comprehensive Update to Building/Engineering Related Handouts to Improve Customer Service
- Providing Construction Inspection Services to Utilities/Public Works/Parks & Recreation Departments
- Specific Plan EIR/EIS & Annexation South of Highway 50
- Interdepartmental development review project management
- Implemented Housing Element Programs
- Began construction of Granite House
- Implement Street Tree Inventory Database and Complete East Bidwell Street Tree Planting Grants.
- Began revitalization façade design approvals.
- Update and revise City’s Grading, Hillside Design and Encroachment Permit Ordinances.
- Stakeholder for Alder Creek Master Plan
- Coordinated Historic District Form-Based Code with Redevelopment and Housing
- Updating General Plan and Zoning Maps

**Building Inspection, Plan Check & Code Enforcement**

- Develop and implement system of scanning and digitally archiving records to eliminate expense of off-site storage units
- Develop and publish more informative handouts, checklists, and forms
- Reorganize and update Building website to be more informative and user-friendly
- Research and implement H.T.E. Click 2 Gov program to allow citizen and builder usage
- Review and refine existing Tenant Improvement Expedited Plan Review
- Provide mandated California Accessibility Specialist (CAsp) training for at least one Building Division employee
- Provide staff training for new mandated California Energy Codes
- Provide Green Building training for at least one Building Division employee
- Provide annual training for staff to maintain required certifications
- Reorganize and update Code Enforcement website to be more informative and user-friendly

- Develop seasonal Code Enforcement articles for City's Newsletter
- Establish system for tracking number of foreclosure/distressed properties through Code Enforcement process
- Expand enforcement role to assist finance with delinquent business licensing and water shut-offs
- Initiate focus enforcement in neighborhoods based on complaint demand

***Future Key Issues***

**Planning and Engineering**

- Complete floodplain mapping for Humbug/Willow Creek, Alder Creek and Hinkle Creek
- Update Visioning for SOI
- Publish EIR/EIS for Annexation Project
- Submit application to Local Agency Formation Commission (LAFCo) for Annexation of SOI
- Coordinate Corp Yard Master Plan.
- Work with staff and management on identification of funding sources and objectives for an Urban Forest Management Plan
- Manage and oversee the Tree Mitigation Fund to ensure its longevity and effectiveness
- Completion of update to the City's Standard Construction Standards and Design Standards

**Building, Plan Check, and Code Enforcement**

- Review and refine Permit Fees to cover cost of services

**Position Information**

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Administration</b>					
Community Development Director	1.00	1.00	1.00	1.00	1.00
Assistant Director	-	-	-	-	-
Administrative Assistant	2.00	1.00	1.25	1.00	1.00
Management Analyst	1.00	1.00	-	-	-
<b>Subtotal</b>	<b>4.00</b>	<b>3.00</b>	<b>2.25</b>	<b>2.00</b>	<b>2.00</b>
<b>Building</b>					
Administrative Assistant	1.00	1.00	1.00	-	-
Building Inspector I/II	10.00	5.50	4.00	3.00	3.00
Building Inspector Supervisor	1.00	-	-	-	-
Building Plans Coordinator	1.00	1.00	-	-	-
Building Technician I/II	2.00	2.00	2.00	2.00	3.00
Building/Plan Checker I/II	3.00	3.00	3.00	1.00	-
Chief Building Official	1.00	1.00	1.00	1.00	1.00
Plan Check Engineer	1.00	1.00	1.00	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>21.00</b>	<b>15.50</b>	<b>13.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Code Enforcement</b>					
Code Enforcement Officer I/II - Limited Term	-	-	1.00	1.00	-
Code Enforcement Officer I/II	1.00	1.00	-	-	1.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00	1.00
Code Enforcement Technician	1.00	1.00	1.00	-	-
<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Engineering</b>					
Associate Civil Engineer	0.50	0.50	0.50	-	1.00
Associate Civil Engineer/City Surveyor	1.00	1.00	1.00	1.00	-
Construction Inspection Supervisor	1.00	-	-	-	-
Construction Inspector I/II	3.00	2.00	2.00	2.00	2.00
Principal Civil Engineer	1.00	1.00	1.00	1.00	1.00
Senior Construction Inspector	1.00	-	-	-	-
Senior Engineering Technician	1.00	-	-	-	-
<b>Subtotal</b>	<b>8.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.00</b>	<b>4.00</b>

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Lighting &amp; Landscaping</b>					
Administrative Assistant	-	0.50	-	-	-
Building Inspector I/II	-	0.50	-	-	-
Construction Inspector I/II	1.00	1.00	-	-	-
Lighting & Landscape District Manager	1.00	1.00	-	-	-
<b>Subtotal</b>	<b>2.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Municipal Landscaping *</b>					
Administrative Assistant	-	-	0.25	-	-
Arborist - Limited Term	-	-	1.00	-	-
Maintenance Specialist	-	-	3.00	-	-
Maintenance Supervisor	-	-	1.00	-	-
Maintenance Worker I / II	-	-	1.00	-	-
Lighting & Landscape District Manager	-	-	1.00	-	-
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>7.25</b>	<b>0.00</b>	<b>0.00</b>
<b>Planning</b>					
Arborist	1.00	1.00	-	-	1.00
Arborist - Limited Term	-	-	-	1.00	-
Planner I (Assistant)/Planner II (Associate)	3.00	1.00	-	-	0.50
Planning Manager	1.00	1.00	1.00	1.00	1.00
Planning Technician I/II	1.00	1.00	1.00	1.00	1.00
Senior Planner	3.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>9.00</b>	<b>5.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.50</b>
<b>Total</b>	<b>47.50</b>	<b>34.00</b>	<b>33.00</b>	<b>21.00</b>	<b>21.50</b>

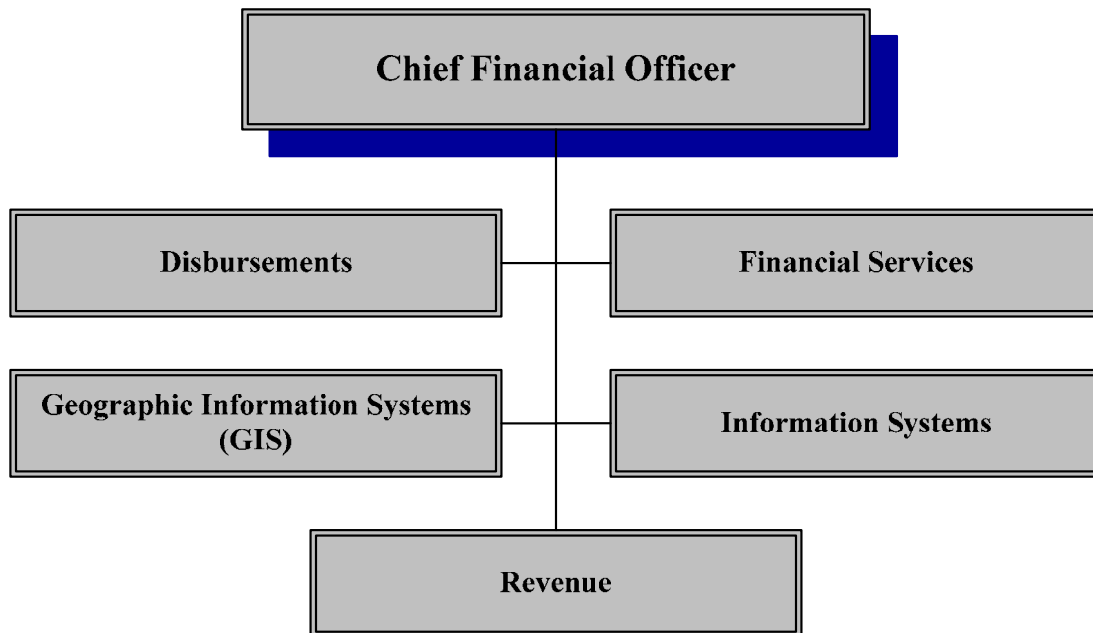
\* Effective with FY 2010-11 Municipal Landscaping moved to Parks and Recreation.

**Major Contracts (over \$25,000)**

Master Services Agreement Surveying	\$40,000
Specialized Engineering for Standards & Specs	\$69,300
Surveying	\$40,000
Plan Check Services	\$100,000
Lafco	\$35,000

**New or Replacement Vehicles**

None



## *Finance*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Impacts
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

**Mission Statement**

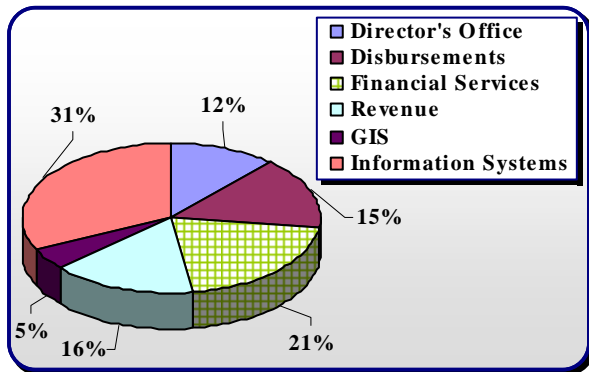
To maintain the City’s high standard of financial and technical excellence by providing the Residents, City Council, City Manager, and City Departments with professional customer service through collection and disbursement of funds, financial reporting, management of assets, and providing technology services at the highest professional and ethical standards, while fostering and promoting the City’s core values.

**Budget Summary**

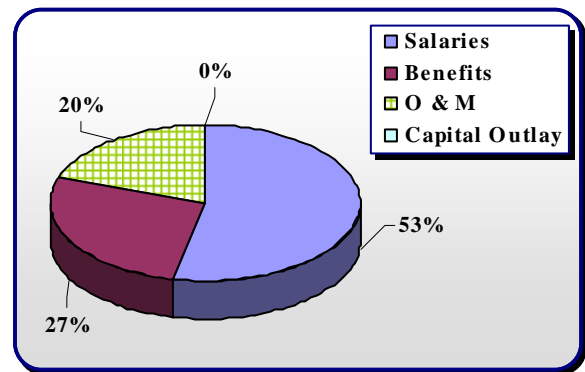
<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$1,941,813	\$1,927,572	\$1,685,869	\$1,751,593	-9.13%
Benefits	\$1,062,886	\$992,030	\$943,845	\$888,257	-10.46%
Operation & Maintenance	\$707,989	\$611,412	\$602,309	\$650,251	6.35%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$3,712,688</b>	<b>\$3,531,014</b>	<b>\$3,232,023</b>	<b>\$3,290,101</b>	<b>-6.82%</b>
Director's Office	\$420,634	\$359,068	\$362,792	\$380,203	5.89%
Budget	\$150,169	\$0	\$0	\$0	
Disbursement	\$487,607	\$455,703	\$412,031	\$503,646	10.52%
Financial Reporting	\$414,983	\$0	\$0	\$0	
Financial Services	\$0	\$700,511	\$673,694	\$684,596	-2.27%
Revenue	\$585,719	\$586,454	\$569,246	\$513,412	-12.45%
Treasury	\$206,779	\$0	\$0	\$0	
GIS	\$145,743	\$150,205	\$149,323	\$155,932	3.81%
Information Systems	\$1,301,053	\$1,279,073	\$1,064,937	\$1,052,312	-17.73%
<b>Total</b>	<b>\$3,712,688</b>	<b>\$3,531,014</b>	<b>\$3,232,023</b>	<b>\$3,290,101</b>	<b>-6.82%</b>
<b>Funding Source</b>					
Redevelopment	\$100,000	\$128,646	\$128,646	\$0	0.00%
General Fund	\$3,612,688	\$3,402,368	\$3,103,377	\$3,290,101	-3.30%
<b>Total</b>	<b>\$3,712,688</b>	<b>\$3,531,014</b>	<b>\$3,232,023</b>	<b>\$3,290,101</b>	<b>-6.82%</b>
Full-Time Positions	26.00	24.00	24.00	23.00	-4.17%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%



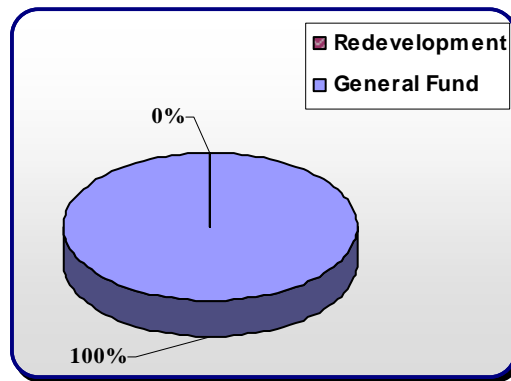
**Department by Divisions**



**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

**Director's Office** **\$380,203**

The Director's Office is the primary advisor to the City Manager, City Council, and Departments in the areas of financial planning, investments, debt management, financial reporting, accounts payable, payroll, accounts receivable, business licenses, and service billing. It is also responsible for preparing the operating budget, five-year revenue and expenditure projections, and capital improvement plan (CIP). This division also provides leadership in the development and implementation of city-wide financial policies. This division serves as the Office of the Treasurer as required by the State Government Code and the Folsom Municipal Code.

**Disbursements** **\$503,646**

This division processes the City's payroll and accounts payable payments in an accurate and timely manner, and prepares and maintains accurate financial records of all disbursement transactions.

**Financial Services** **\$684,596**

The Financial Services division is responsible for coordinating the preparation of the City's budget and capital improvement plan, prepares and maintains accurate financial records including grants, capital projects, enterprise funds, governmental funds and fixed assets. The division also reports the financial data of the City according to Generally Accepted Accounting Principals (GAAP) and the Pronouncements of the Governmental Accounting Standards Board in a timely manner. This division is also responsible for cash, investment portfolio, debt and special assessment district management. Cash Management is responsible for ensuring the timely deposit, investment and disbursement of funds; which includes investing the City's funds in compliance with the City's Investment Policy; ongoing administration and issuance of the City's debt instruments, and the debt instruments of the special assessment districts.

**Revenue** **\$513,412**

The Revenue portion of the Division collects and records all City revenues including service payments, business licenses, sales taxes, property taxes, franchise fees, Folsom Tourism Business Improvement District (FTBID) payments and transient occupancy taxes (TOT). It also processes all City accounts receivables. The division also provides customer service to the City's customers, including billing, new account set-ups, water meter management, business license account creation, account inquiries and general City inquiries. Collection procedures for delinquent accounts receivable are initiated through this division. Currently 18,000 water meters are maintained by this Division.

**Geographical Information Services** **\$155,932**

To provide accurate map-related information to the City as a means of encouraging data sharing, reducing data redundancy, and maximizing the value of the City's existing information systems.

**Information Services** **\$ 1,052,312**

Coordinates or supplies the other City departments with all products and services relating to the application of information technology systems. Each of the City's strategic goals supported by other departments is in turn, supported by the technology tools and services supplied by the Information Services Division.

## **FY 2010–11 Accomplishments**

**Director's Office**

- Continue to evaluate economic impacts of development South of Highway 50
- Continue to evaluate the fiscal health of the City and respond to current economic conditions

**Financial Services**

- Received Government Finance Officer's Association (GFOA) of the U.S. and Canada and the California Society of Municipal Finance Officer's Association (CSMFO) Distinguished Budget Award for Budget Document for the eighth consecutive year
- Received Certificates of Excellence in financial reporting for the City's CAFR from GFOA
- Issued additional bonds for the Redevelopment Agency Project Area.

- Issued bonds for the Redevelopment Agency Low/Moderate Housing.

**Disbursements**

- Implemented changes due to labor negotiations for multiple bargaining units and memorandums of understanding.
- Reduced the number of Cal Cards city-wide.
- Improved efficiencies and work flow in the processing of checks and Division documentation
- Implemented issuance of W2's online to reduce costs.
- Consolidated Disbursements Division with Revenue & Financial Services to provide supervision and provide managerial efficiencies.

**Geographic Information Services**

- Mapped the wild land - urban interface for the Fire Department and Fire Safe Council to mitigate fire risk within Folsom
- Provided geographic information and mapping to support emergency services within the Police Dept Emergency Operations Center
- Mapped storm water conveyance and detention pond systems and integrated with FEMA Flood Zone information to support the City's ability to prepare for flood hazards
- Prepared and submitted address and street information for the City of Folsom to the US Census Bureau; ensuring proper Federal funding allocations
- Managed development of an interface between Finance's billing system and Utilities asset management system to improve work order response times. Nightly updates improve information accuracy and communication between Finance and Utilities.
- Supported water conservation initiatives by summarizing water use information from the City's billing system

**Information Services**

- In progress with the Police AVL Software
- Completed Data Storage system migration/replacement with NetApp system
- Completed wireless network expansion for Community Center
- Fire systems software upgrades were completed (Zoll)
- Completed Police MDT and Field Reporting Upgrades

**Revenue**

- Opened a Citywide customer service counter in City Hall
- Uploaded 17,500 water meters into the H T E database and have maintained these on a monthly basis
- Initiated a comprehensive intranet web-site for the management of bankruptcies, non-sufficient checks and special event permits
- Collected over \$125,400 in delinquent utility account payments through the County property tax roll lien program

**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Return calls for Customer Billing Inquiries	99% within 1 Business Day	90% within 1 Business Day	90% within 1 Business Day

**Customer Service Performance Indicator 2:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Return calls for Business License Customer Inquiries	99% within 1 Business Day	95% within 1 Business Day	95% within 1 Business Day

**Customer Service Performance Indicator 3:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Complete month-end close to provide City up-to-date financial information	99% within seven business days of end of month	100% within seven business days of end of month	99% within five business days of end of month

**Customer Service Performance Indicator 4:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Process departmental Budget Adjustments within three business days	97%	95%	90%

**Customer Service Performance Indicator 5:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Respond to departmental inquiries	Contact departments within one business day, provide details within three business days 93% of the time	Contact departments within one business day, provide details within three business days 90% of the time	Contact departments within one business day, provide details within three business days 90% of the time

**FY 2011–12 Statistics / Workload Measures****Financial Services**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Budget adjustments processed	127	175	175
Number of Bond Refundings & Issuances	4	4	1

**Disbursements**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
AP – Number of Payments Issued	11,200	11,500	12,000
AP – 1099's Issued	243	250	350
AP – Transaction Lines Processed	25,552	26,000	26,500
PR – Personnel Action Forms Processed	438	420	450
PR – W-2's Issued	846	815	850
PR – Employee Payments Issued	16,310	16,274	16,520

**Geographic Information Services (GIS)**

<b>Statistics / Workload Measures</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Address errors updated	239	145	100
Number of newly created maps	80	100	120
Number of GIS application service requests	18	55	60
Base map updates	12	12	12
Number of GIS projects managed (task roll –ups)	5	12	12

**Information Systems**

<b>Statistics / Workload Measures</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Number of trouble calls	2,651	2,413	2,500
Server uptime percentage	99%	98%	99%
Network resources uptime percentage	99%	98%	99%
Percentage of routine work orders completed within 48 hours of date scheduled	93%	92%	95%

**Revenue**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Billing – Managed Accounts per Month	22,916	23,106	23,110
Billing – Managed Delinquent Accounts per Month	386	400	598
Billing – Discontinuation of Service per Month	98	115	145
Customer Service – Billing Phone Calls per Month	830	700	1,230
Customer Service – Webmails per Month	717	1,000	1,050
Business Licenses – New Licenses per Month	92	90	75
Business Licenses – Annual Renewals	4,200	4,300	3,500

**Key Issues**

**Director’s Office**

- Continue to monitor possible State actions and its potential effects on the City’s financial health
- Continue to evaluate possible cost savings measures throughout the City
- Continue to evaluate impacts of development south of Highway 50

**Financial Services**

- Continue to analyze budget closely as economy continues to struggle
- Continue maximizing City investment earnings and monitoring cash flow as economy struggles
- Submit final FY 2011-12 budget document to GFOA and CSMFO as a Distinguished Budget Document
- Complete CAFR by October 31, 2011

**Disbursements**

- Implement accounts payable ach payments for increased efficiency and accuracy
- Implement CalPERS retirement new reporting requirements

**Geographic Information Systems**

- Balancing ever growing demand for services. Currently cartography, technical support, and geographic information management responsibilities rely on a single staff resource and a very limited budget.
- Providing the ability for departments to update their own information (tabular) through various interfaces is not possible at this time, due to staff and budget constraints; this causes a single point of information flow through the GIS Division and in some cases delays project development and project updates.
- Replacing the GIS server, now 6 years old, at capacity and hosting dispatch applications, enterprise GIS applications, maps and data
- Coordinating between Police Dispatch, Billing, Community Development, SACOG and the Sacramento GIS Cooperative to develop a comprehensive address map layer. This effort enhances the current cooperative management of the streets and parcel information to support accurate emergency response, billing and work order assignments.

- Providing maps and geographic information services to the public over the internet to reduce calls and walk-ins for map based information.

**Information Systems**

- Sharepoint growth and adoption helping city staff maximize time and effort with streamlined work flow
- Developing technologies that will allow us to maximize staff and resources
- Leveraging more of the Internet to serve customers maximizing city resources and staff
- Pushing rich data and pictures to Police vehicles increasing officer safety and response
- Video and voice monitoring for Police vehicles saving office time on reports and court time in addition to safety
- Developing strategies for Sungard upgrade path for Public Safety and Financials

**Revenue**

- Initiate fixed network water meters on all city-wide accounts and management of the reading program as it appears on the customer's bills
- Increased customer service during the fixed network water meter billing implementation
- Increased database entry corresponding with the additional water meters and the exceptions and database changes this will introduce
- Implementation of a master account program for customer's that have more than one bill
- Implementation of the low income assistance credit program for the Sacramento Regional County Sanitation District (SRCSD)
- Implementation of a collection agency program to collect delinquent balances from accounts that have been closed and cannot be liened on the County Property Tax Roll

**Position Information**

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Finance Administration</b>					
Asst City Manager/Chief Financial Officer	1.00	-	-	-	-
Chief Financial Officer/Finance Director	-	1.00	1.00	1.00	1.00
Assistant Finance Director	1.00	-	-	-	-
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Budget &amp; Evaluation</b>					
Budget & Evaluation Manager	1.00	1.00	1.00	-	-
Senior Management Analyst	1.00	-	-	-	-
<b>Subtotal</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Disbursements</b>					
Disbursements Specialist	2.00	2.00	2.00	3.00	3.00
Disbursements Technician	1.00	1.00	2.00	1.00	1.00
Revenue/Disbursements Manager	1.00	1.00	1.00	1.00	-
<b>Subtotal</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>
<b>Financial Analysis &amp; Reporting</b>					
Accounting Technician I/II	1.00	1.00	-	-	-
Financial Analysis & Reporting Manager	1.00	1.00	-	-	-
Financial Analyst I/II	3.00	3.00	3.00	-	-
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Revenue</b>					
Revenue Technician I/II	4.00	4.00	4.00	4.00	4.00
Revenue/Disbursements Manager	1.00	1.00	1.00	1.00	1.00
Senior Revenue Technician	2.00	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Treasury</b>					
Financial Analyst I/II	1.00	1.00	1.00	-	-
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Financial Services</b>					
Financial Analyst I/II	-	-	-	3.00	3.00
Financial Services Manager	-	-	-	1.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Geographic Information Services</b>					
GIS Analyst	-	-	-	1.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>



Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Information Systems</b>					
Administrative Assistant	-	-	-	-	-
Information Systems Supervisor	-	-	-	1.00	1.00
Information Systems Technician I/II	-	-	-	4.00	4.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total</b>	<b>22.00</b>	<b>20.00</b>	<b>19.00</b>	<b>24.00</b>	<b>23.00</b>

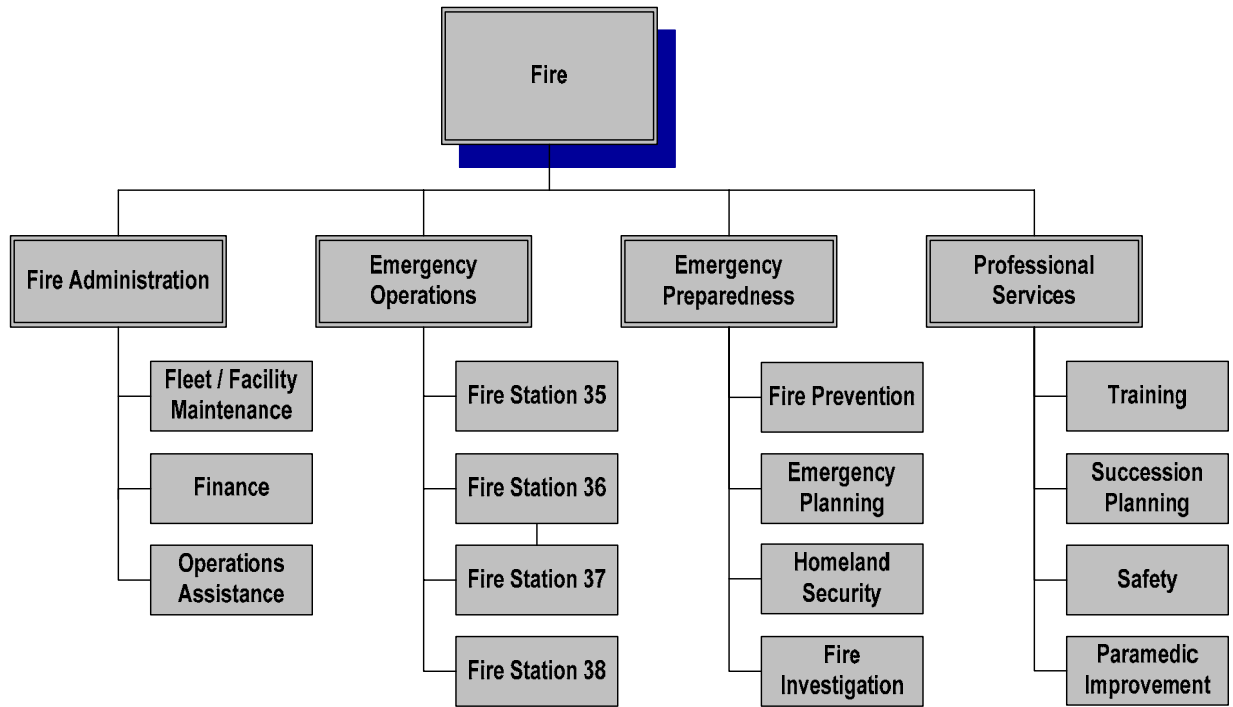
**Major Contracts** (over \$25,000)

Annual Financial Auditing Services	\$65,000
Lock Box Service	\$72,000
Banking Services	\$40,000

**New or Replacement Vehicles**

None





# Fire

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Impacts
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Work Load Measures
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

## Mission Statement

Mission Statement for the Department: Working Together to Provide Superior Services in a Safe, Thorough and Efficient Manner.

## Department Priorities

Mission \* Members \* Community

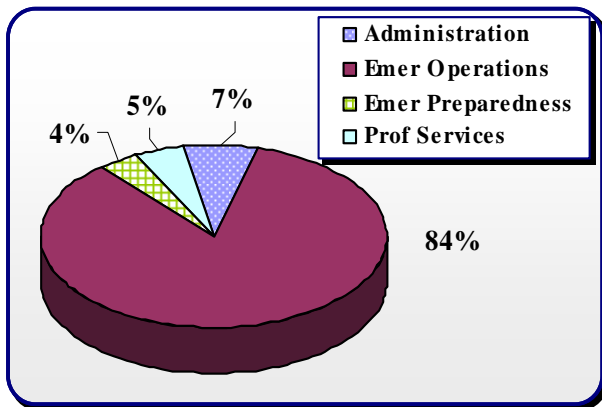
## Department Standing Orders

- ❖ Make **service** our highest priority.
- ❖ Come to their aid **quickly** and **perform skillfully**.
- ❖ Be **professional** and always **act with integrity**.
- ❖ Treat all with **dignity**.
- ❖ Be **safe** in your **attitude** and **actions**.
- ❖ **Take care of each other**.

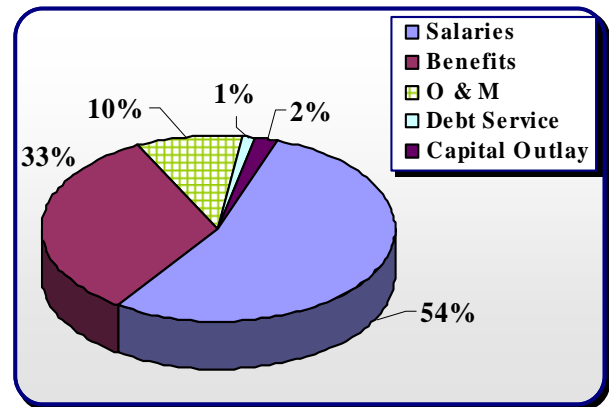
## Budget Summary

	Actual FY 2009-10	Budget FY 2010-11	Projected FY 2010-11	Approved FY 2011-12	Change From 10-11 Budget
<b>Expenditure</b>					
Salaries	\$8,244,584	\$8,017,959	\$7,874,654	\$7,351,561	-8.31%
Benefits	\$4,672,739	\$4,816,479	\$4,596,478	\$4,508,384	-6.40%
Operation & Maintenance	\$1,405,706	\$1,776,367	\$1,069,323	\$1,310,004	-26.25%
Debt Service	\$81,602	\$132,000	\$132,000	\$177,845	34.73%
Capital Outlay	\$607,912	\$0	\$0	\$291,200	0.00%
<b>Total</b>	<b>\$15,012,542</b>	<b>\$14,742,805</b>	<b>\$13,672,455</b>	<b>\$13,638,994</b>	<b>-7.49%</b>
Administration	\$1,284,594	\$1,547,553	\$929,156	\$934,034	-39.64%
Emergency Operations	\$12,538,572	\$12,157,468	\$11,906,707	\$11,576,110	-4.78%
Emergency Preparedness	\$491,307	\$513,363	\$470,406	\$493,576	-3.85%
Professional Services	\$698,070	\$524,421	\$366,186	\$635,274	21.14%
<b>Total</b>	<b>\$15,012,542</b>	<b>\$14,742,805</b>	<b>\$13,672,455</b>	<b>\$13,638,994</b>	<b>-7.49%</b>
<b>Funding Source</b>					
Program Revenue	\$1,522,540	\$2,155,600	\$1,985,499	\$2,139,000	-0.77%
Intergovernmental Revenue	\$0	\$564,000	\$0	\$0	-100.00%
Inter-Fund Transfers	\$230,000	\$94,560	\$94,560	\$95,101	0.57%
General Fund	\$13,260,003	\$12,492,645	\$11,592,396	\$11,404,893	-8.71%
<b>Total</b>	<b>\$15,012,542</b>	<b>\$15,306,805</b>	<b>\$13,672,455</b>	<b>\$13,638,994</b>	<b>-10.90%</b>
Full-Time Positions	79.00	69.00	69.00	64.00	-7.25%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

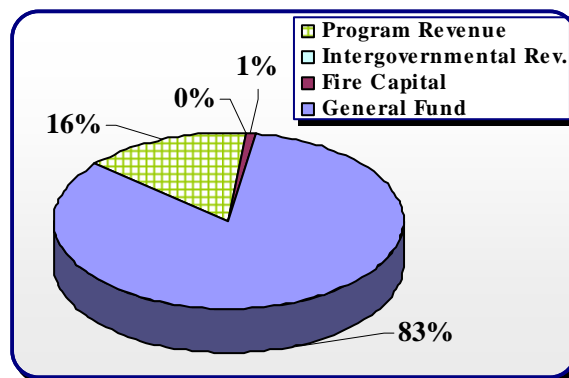
**Department by Divisions**



**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

**Administration**

**\$934,034**

The Fire Administration Division includes all staff functions that sustain the day-to-day operations of the Department. Authorized staffing within this division is five personnel. The Fire Administration Division is responsible for the management and supervision of all Department services, programs and policies. This entails managing a multi-million dollar budget to provide fleet and facility repairs, records management, payroll records, inventory control, labor relations and clerical support services.

**Emergency Operations Division**

**\$11,576,110**

The Emergency Operations Division includes all staff functions that provide fire protection, rescue, hazardous material mitigation, advanced emergency medical services and other emergency calls for public assistance to the community. The Division is the largest division within the Fire Department and

has an authorized staffing level of fifty-five personnel. The Division provides services on a twenty-four hour basis through operations located from four fire stations geographically distributed throughout the City.

The Division responded to 5,600 calls for emergency assistance in 2010. The Division operates three engine companies, one 75' ladder truck company, two advanced life support ambulances, one rescue boat and one command vehicle on a daily basis. In addition, the Division participates in the Statewide Master Mutual Aid System and Sacramento County Automatic Aid System on a frequent basis.

**Emergency Preparedness Division****\$493,576**

The Emergency Preparedness Division includes all staff functions that support the community's preparedness related to man-made and natural incidents. Authorized staffing within the Division is two personnel. The services provided by the Division include the training and exercise of City staff and disaster workers that will allow for a unified response; fire prevention mitigation measures including inspections, fire code analysis of new and existing buildings, fire hazard reduction and weed abatement; homeland security coordination with State and local partners; community education and the investigation of all fires.

**Professional Services****\$635,274**

The Professional Services Division includes all staff functions that support the training and preparedness of all employees of the Department. Authorized staffing within the Division is two personnel. The services provided by the Division include department training, safety, succession planning and the paramedic quality improvement program. Training is provided in the areas of fire suppression and operational techniques, emergency medical skills, and related continuing education for basic and paramedic delivery, training specific to the various special operations teams and providing mandated training. Succession planning includes recruitment, testing and mentoring programs for both entry level and promotional candidates for positions in the department. Safety is intended to provide a safe work environment under fireground and emergency incident situations, as well as the implementation of Federal and State safety regulations. Paramedic continuous quality improvement is a systems approach for improving the medical skills of field personnel based upon incident specific data and peer review.

**FY 2011–12 Impacts**

- The Department reorganization will require staff to redefine various core mission service areas and their priorities.
- The closure of Engine Company 35 will likely increase response time within the city during peak call volume periods due to call stacking and multiple incidents within the City.
- The Emergency Operations Division will operate with a minimum staffing level of eighteen personnel on each of the three shifts. This will likely lead to an increase in overtime costs due to leave usage requirements.
- A comprehensive Fire Protection Survey by the Insurance Services Office will be completed during this fiscal year.
- Maintenance costs are likely to increase with the existing fire apparatus fleet used by the Department due to their aging.

## **FY 2010–11 Accomplishments**

### **Fire Administration Division**

- Completed a Department reorganization that streamlined services provided to the community.
- Updated the Department Strategic Vision document for 2011.
- Update to the Department Service Delivery Improvement Plan
- Development and implementation of the Department's Succession & Leadership Guide.
- Completed the transition of Fire Chiefs within the Department.
- Continued coordination with large stakeholders for special events in the community.
- Hosted on-going labor-management meetings to improve employee-employer relations.
- Coordinated and participated in the "Camp Smokey" fire safety education program at the California State Fair.
- Hosted 36 teenage residents in a 40-hour "Fire Kids Camp" program.
- Fleet maintenance personnel completed Electrical and V-MUX training for Medtec Ambulances.
- Completed Mercury University classes required to achieve Mercury Marine Certification at no cost to the City of Folsom
- Re-certify as ASE Master Medium/Heavy Truck Technician

### **Emergency Operations Division**

- Purchased and placed into service a new mobile air unit.
- Implement service level modifications because of staffing plan developed for Engine 35.
- Responded to 5,449 calls for emergency service.
- Provided 2,573 ground ambulance transports to area hospitals.
- Suppressed 71 structure fires within the city.
- Completion of 65 fire station tours for the public
- Implemented Phase I of the Confined Space Training Program using Grant Funds
- Continue routine training of Community Emergency Response Team (CERT) members
- Completion of engine company based inspections and pre-fire plans
- Reconfigured retired Air Unit for use as Fire Investigation Unit

### **Emergency Preparedness Division**

- Adopted the 2010 California Fire Code
- Developed a standard for the installation of residential fire sprinklers in concert with the Water Quality Division that will help reduce costs and maintain health and safety
- Participated in the Sacramento Valley Juvenile Fire Setter Program by assessing six juveniles and teaching at their Fire Safety Academy
- Conducted a Fire Prevention Week Open House in the month of October at Fire Station 35
- Presented fire safety education programs to over 1,700 children and adults through various outreach programs
- Assisted in the design of the newly installed fire sprinkler infrastructure as part of the Historical District Streetscape project
- Obtained a surplus utility vehicle for the Fire/Arson Investigation Unit

### **Professional Services Division**

- Completed 11,998 hours of documented training for personnel.
- Provided over 120 hours of Fire Officer training involving fireground simulation instruction.

- Placed the Regional Live Fire Mobile Training trailer into service for use in simulated and live burn training.
- Completed Regional Wildland Urban Interface training.
- Expanded the Paramedic Scope of Practice with CPAP and King Tube
- Implemented the Aerosol Transmissible Disease program for personnel
- Purchased new CPR/AED training manikins
- Implemented the Look Through CPR devices to improve patient CPR outcomes
- Implemented an evaluation of the Zoll CPR Auto Pulse machine
- Trained CAPs volunteers and organized the EMS supply room
- Trained a CAPs volunteer CQI assistant coordinator
- Trained over 200 City employees in CPR/AED
- Continued the H1N1 vaccination program for Folsom Fire and Folsom PD personnel
- Continued training CAPS personnel for CPR/AED recertification
- Certified Folsom Fire as a American Safety and Health Training Center
- Completed the “Every 15 Minutes” program with Vista del Lago High School

**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Goal	Division	Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Create a strong culture emphasizing customer service, professionalism, cost efficiency and accountability	Fire Administration	Ambulance billing for insurance claims processed within 45 calendar days of incident 90% of the time	90%	90%	90%

**Customer Service Performance Indicator 2:**

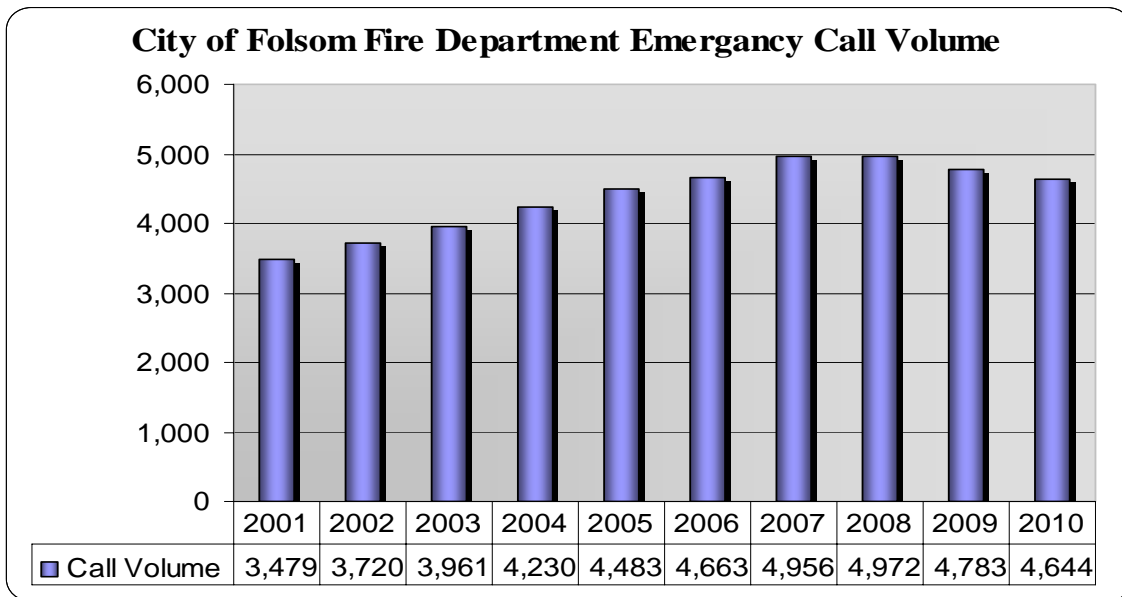
Goal	Division	Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
To plan future development to meet the needs of residents and businesses in terms of jobs-housing balance, environmental considerations, equal housing opportunities and quality of life	Fire Administration	Fire Department CIP Capabilities Master Planning is reviewed and updated annually	Completed	Completed	In Process
	Emergency Preparedness	Fire and life safety initial plan check review completed within 15 days	90%	98%	90%



**Customer Service Performance Indicator 3:**

Goal	Division	Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
To provide appropriate levels of public safety services to protect our citizens and ensure a high level of response to any emergency	Emergency Operations	First unit response to emergencies: Dispatch to on-scene 6 minutes or less 90% of the time	64%	79%	90%
	Emergency Operations	NFPA 1710 - first alarm assignment (16 FF) to structure fires: Dispatch to on-scene 11 minutes or less 90% of the time	77%	70%	90%
	Emergency Operations	3) Customer satisfaction among those being treated and/or transported by Fire EMS 80% satisfied or better	80%	90%	95%
	Fire Administration	1) Fire Department response apparatus are serviced within recommended intervals	90%	Apparatus service occurs within 30 days of the recommended service 90% of the time	Apparatus service occurs within 30 days of the recommended service 90% of the time
	Emergency Preparedness	Arson clearance rates exceed the average clearance rate for cities under \$100,000 population as reported by ICMA	14%	2% Clearance Rate	18% Clearance Rate
	Emergency Preparedness	Percentage of State mandated inspections completed for year	94%	100%	100%
	Emergency Preparedness	Percentage of fire and life safety inspections completed	34%	75%	75%

The graph below represents the total call volume for the Folsom Fire Department from 2001 through 2010 within the jurisdictional boundaries of the City.



## Key Issues

### **Fire Administration Division**

- Improving service delivery within the Empire Ranch area
- Improvement in SRFEC dispatch call processing time to assist in complying with adopted response standards
- Maintaining effective firefighting force for structure fires within the City
- Coordinating work efforts related to the Emergency Operations Center upgrade project
- Continue the update and implementation of the Department’s Policy & Procedure Manual

### **Emergency Operations Division**

- Continue the update and implementation of the Department's Standard Operating Policy Manual
- Enhance the Department preparedness efforts through field training and pre-incident planning
- Expand the role of CERT and other community groups in responding to large-scale incidents
- Providing advanced confined space rescue training for all personnel
- Completion of engine company level fire safety inspections
- Work with community groups to provide comprehensive outreach to all stakeholders
- Participation within the Sacramento County Large-Scale Incident Exercise Program

### **Emergency Preparedness Division**

- Implementation of the State requirement for fire sprinklers in all homes after January 2011
- Staff training in the 2010 California Building Standards Code
- Purchase of 2010 California Building Standards Code Sets
- Completion of an update to the City Emergency Operation Plan
- Updating of Fire Department fee schedule to recover costs pursuant to the Folsom Municipal Code

- Reducing community wildland fire risk
- Full implementation of fire/arson investigation program
- Coordinating green technologies and fire safety regulations and standards
- Providing fire safety education to the community in a cost-effective manner

**Professional Services Division**

- Prepare testing process to establish entry-level Firefighter Paramedic recruitment
- Complete CPR/AED/First Aide Training Program for City employees and City citizens
- Upgrade the current Continuous Quality Assurance/Continuous Education program and provide department personnel with training on the program
- Provide guidance and assistance with the Folsom High School “Every Fifteen Minutes” program
- Expand Paramedic scope of practice with induced hypothermia for cardiac arrest patients

***Future Key Issues***

- Funding and development of fire and medical services within the Empire Ranch area through the construction and staffing of Fire Station 39
- Funding and development of fire protection services within the Sphere of Influence area
- Implementation of the Department 2009-2013 “Service Delivery Improvement Plan”
- Long term funding for fleet replacement, equipment and fire stations
- Continued participation with the Sphere of Influence development process to provide for public safety
- Funding, recruiting, and hiring sufficient fire prevention staff to meet developer needs and perform mandated duties
- Purchase nine new cardiac monitors to replace aging equipment
- Funding and purchasing of fire apparatus to replace worn out and obsolete equipment
- Maintaining adequate service levels within the community due to increased call volume
- Comply with additional mandates related to Firefighter safety and training standards
- Succession planning for the departure of several seniors officers within the Department

**Position Information**

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Fire Administration</b>					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Account Clerk	-	-	-	-	1.00
Accounting Technician I/II	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	2.00	1.00	1.00	1.00	-
Senior Equipment Mechanic	-	-	-	-	1.00
Senior Office Assistant	1.00	1.00	1.00	-	-
<b>Subtotal</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>5.00</b>
<b>Emergency Operations</b>					
Battalion Chief - Administrative (Training)	1.00	1.00	1.00	1.00	-
Battalion Chief - Suppression	3.00	3.00	3.00	3.00	-
Fire Division Chief	-	-	-	-	3.00
Fire Captain - Suppression	15.00	15.00	15.00	15.00	12.00
Fire Engineer	15.00	15.00	15.00	15.00	14.00
Firefighter	35.00	32.00	32.00	25.00	25.00
Paramedic	2.00	2.00	2.00	1.00	1.00
Senior Equipment Mechanic	1.00	1.00	1.00	1.00	-
<b>Subtotal</b>	<b>72.00</b>	<b>69.00</b>	<b>69.00</b>	<b>61.00</b>	<b>55.00</b>
<b>Emergency Preparedness</b>					
Fire Division Chief (Fire Marshal)	-	-	-	-	1.00
Deputy Fire Marshal	-	-	-	-	1.00
Fire Marshal	1.00	1.00	1.00	1.00	-
Fire Prevention Officer	1.00	-	1.00	-	-
Fire Protection Engineer	1.00	1.00	1.00	1.00	-
<b>Subtotal</b>	<b>3.00</b>	<b>2.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Professional Services</b>					
Account Clerk	1.00	1.00	1.00	1.00	-
Battalion Chief - Administrative (EMS)	1.00	1.00	1.00	1.00	-
Division Chief	-	-	-	-	1.00
Fire Captain	-	-	-	-	1.00
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total</b>	<b>83.00</b>	<b>78.00</b>	<b>79.00</b>	<b>69.00</b>	<b>64.00</b>

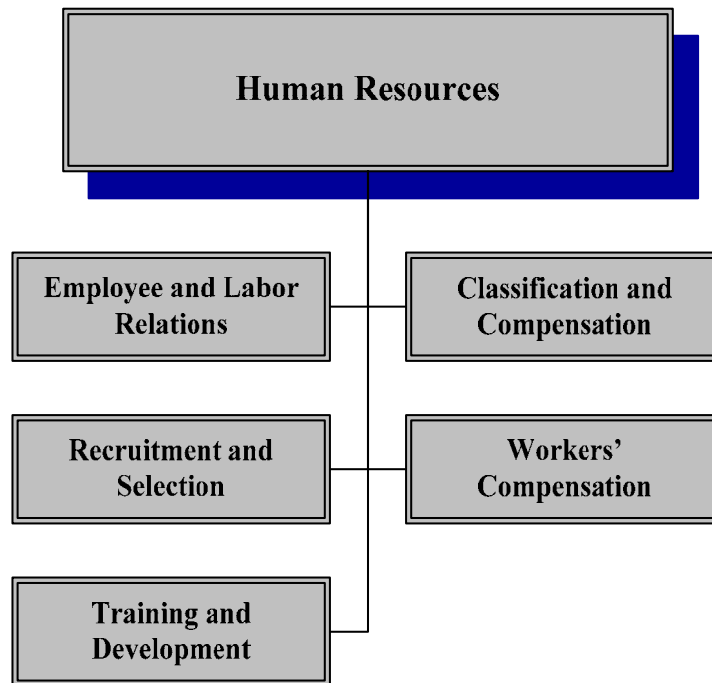
**Major Contracts (over \$25,000)**

Emergency Fire & Medical Dispatch Services	\$250,530
Annual 800 MHz radio user fees	\$28,700
Kaiser Medical	\$26,000
Wittman Enterprises – Ambulance billing contract	\$106,000

**New or Replacement Vehicles**

None
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## *Human Resources*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Workload Measures
- ▶ Key Issues
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

**Mission Statement**

The mission of the Human Resources Department is to provide productive use of human resources by attracting and retaining the most qualified individuals into public service; to ensure and promote quality customer service support to City officials, departments, individual employees and the general public in the administration of human resource systems in compliance with federal, state and City ordinances and regulations.

**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$574,562	\$446,439	\$370,052	\$391,055	-12.41%
Benefits	\$268,730	\$197,995	\$182,710	\$181,555	-8.30%
Operation & Maintenance	\$153,948	\$155,368	\$176,121	\$135,368	-12.87%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$997,240</b>	<b>\$799,802</b>	<b>\$728,883</b>	<b>\$707,978</b>	<b>-11.48%</b>

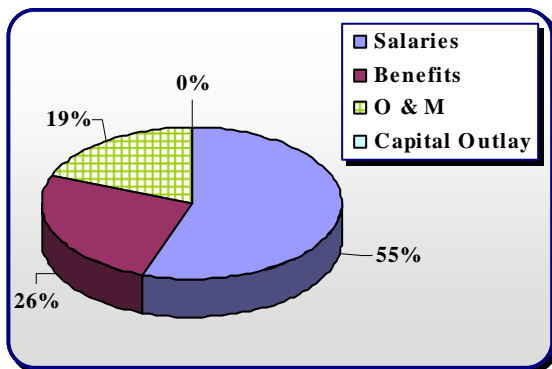
  

<b>Funding Source</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
General Fund	\$997,240	\$799,802	\$728,883	\$707,978	-11.48%
<b>Total</b>	<b>\$997,240</b>	<b>\$799,802</b>	<b>\$728,883</b>	<b>\$707,978</b>	<b>-11.48%</b>

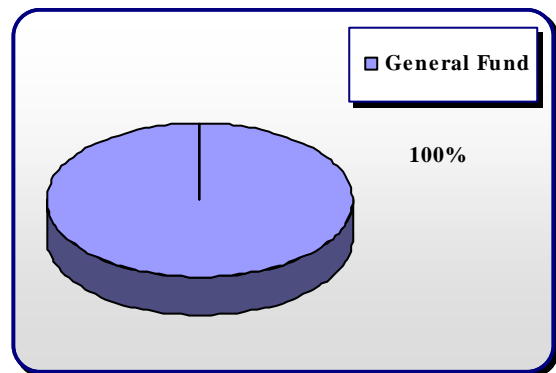
  

Full-Time Positions	6.00	6.00	6.00	6.00	0.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**



**Department Funding Sources**





**Program Information**

**Human Resources**

**\$707,978**

The Human Resources Department is the City's centralized area for activities in support of personnel processes and human resources management. The major functions of the Human Resources Department include: Employee and Labor Relations, Classification and Compensation, Recruitment and Selection, Employee Benefits and Risk Management, and Training and Development.

**FY 2010–11 Accomplishments**

- In response to the continued decline in the municipal financial climate in California, a contract was negotiated with Police and several other contracts were renegotiated: Miscellaneous Employees-Local 39 and Folsom Mid Management Group, Fire Middle Management and unrepresented employees.
- Sustainable change in benefit packages were implemented including: employees paying their share of retirement; a new health premium formula; restructured benefit options for an improved rate; annual leave reform; and a reformed tuition reimbursement policy.
- Reduced benefit package for new employees including: a lower second tier retirement formula; cessation of longevity pay; elimination of educational incentive pay beyond a bachelor’s degree.
- These efforts accomplished significant change for long-term operational sustainability of human resources.

**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Increase the number of injured workers returning to work via bridge assignments	Target 97% of work injuries back to work within 5 days of clearance for modified duty	Target 98% of work injuries back to work within 5 days of clearance for modified duty	Target 98% of work injuries back within 5 days, and notification system improved and up to date with regulations.

**Customer Service Performance Indicator 2:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Timely performance evaluations via Human Resources tracking and assistance for managers	Target 95% of Performance Evaluations completed on time	Target 97% of Performance Evaluations completed on time	Target 98% of Probationary Evaluations complete on time. 98% of all completed on time.

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Tailor safety training topics to work injury analysis to potentially reduce injuries.	25% of training topics conducted related to injury trends.	50% of training topics conducted related to injury trends.	65% of training topics conducted related to injury trends & OSHA recommendations.

**FY 2011–12 Statistics / Workload Measures**

Statistics / Workload Measure	Actual 2009-10	Projected 2010-11	Budget 2011-12
P-1s Processed	1,550	1,200	612
Number of Recruitments	12	0-10	16
Number of Workers’ Comp Claims	100	125	128
Labor Relations Hours	2,288	3,000	3,500

**Key Issues**

- Successor agreement for Fire Department rank & file employees to be completed.
- Research & education regarding Federal Health Care Reform and its impact on the City.
- Implement Wellness and Health Benefits Committees to further implement health care cost containment.
- Continue to support departments via Human Resource teams in functioning with reduced and stretched workforce.
- Continue review of benefits package for sustainability, both for current and future commitments.

***Future Key Issues***

- Prepare for potential implementation of federal healthcare reform legislation and continue to evaluate benefits compliance and administration.
- Staffing the City for efficient and effective service given the municipal fiscal forecast.
- Ensure compliance with legislation affecting the workplace and employee/employer relations and other regulatory compliance issues.
- Promoting culture of service to community through Human Resources programs and support of management and employees.

**Position Information**

Position	FY	FY	FY	FY	FY
	2007-08	2008-09	2009-10	2010-11	2011-12
	Approved	Approved	Approved	Approved	Approved
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Personnel Technician I/II *	3.00	3.00	3.00	3.00	4.00
Senior Management Analyst	2.00	2.00	2.00	2.00	1.00
Senior Office Assistant - PPT	0.75	0.75	-	-	-
<b>Total</b>	<b>6.75</b>	<b>6.75</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

\* 2 Personnel Technician positions will be allocated to the Risk Management fund

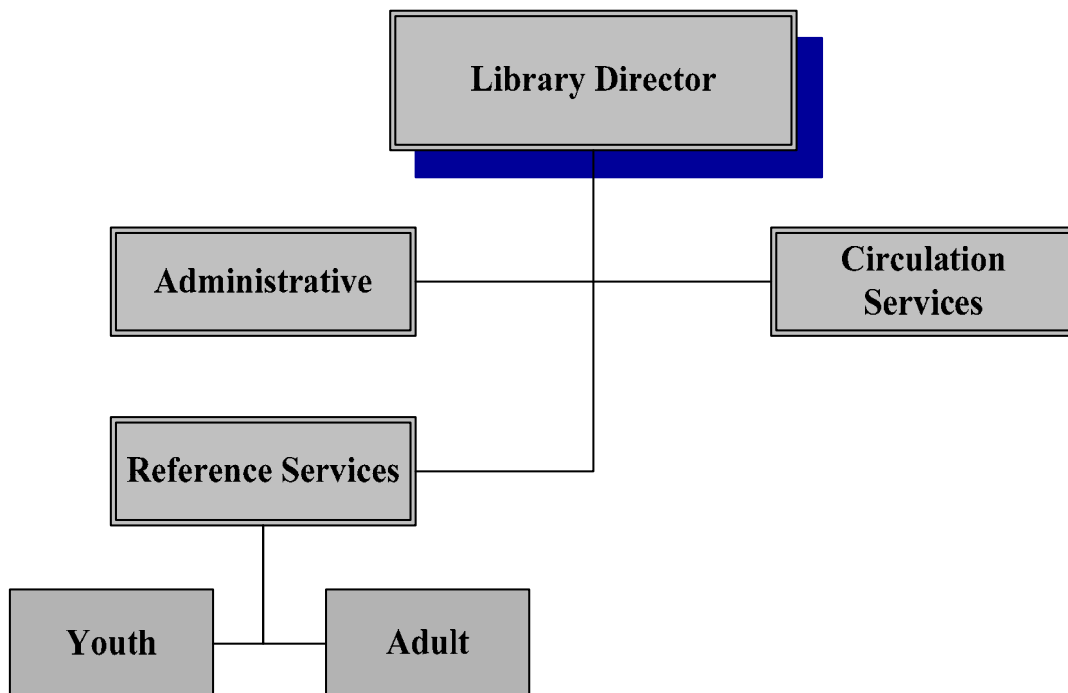
**Major Contracts** (over \$25,000)

Health Insurance Broker	\$46,500
Labor Negotiation Services	\$57,000

**New or Replacement Vehicles**

None
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## *Library*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Impacts
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Workload Measures
- ▶ Key Issues
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

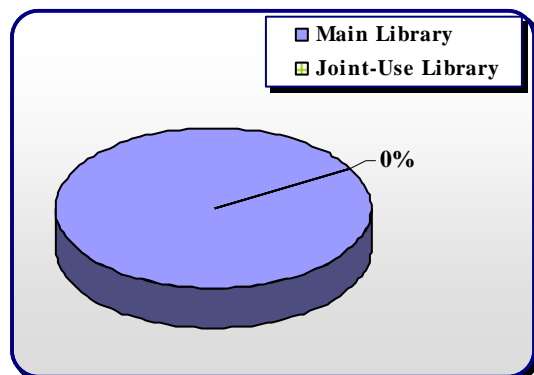
### Mission Statement

The Folsom Public Library provides materials and services to help community residents obtain information meeting their recreational, personal, educational, and professional needs. Special emphasis is placed on stimulating young children's interest and appreciation for reading and learning. The Library supports students of the elementary and secondary levels, and serves as a learning and educational center for all residents of the community.

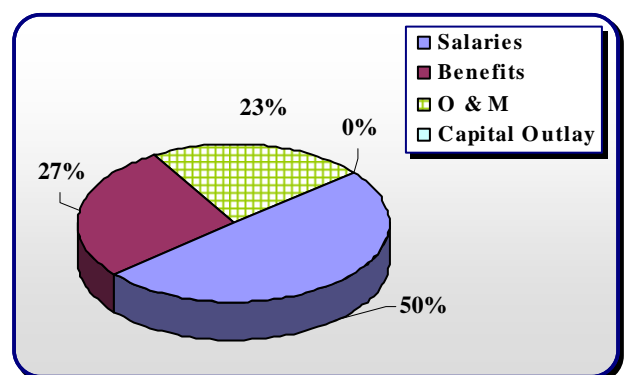
### Budget Summary

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$724,902	\$722,870	\$707,120	\$659,285	-8.80%
Benefits	\$448,614	\$447,063	\$442,391	\$362,162	-18.99%
Operation & Maintenance	\$613,224	\$330,011	\$369,690	\$297,822	-9.75%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$1,786,739</b>	<b>\$1,499,944</b>	<b>\$1,519,201</b>	<b>\$1,319,269</b>	<b>-12.05%</b>
Main Library	\$1,444,752	\$1,211,235	\$1,240,783	\$1,319,269	8.92%
Joint-Use Library	\$341,988	\$288,709	\$278,419	\$0	-100.00%
<b>Total</b>	<b>\$1,786,739</b>	<b>\$1,499,944</b>	<b>\$1,519,201</b>	<b>\$1,319,269</b>	<b>-12.05%</b>
<b>Funding Source</b>					
Program Income	\$97,119	\$85,126	\$103,175	\$61,400	-27.87%
CA Library Foundation	\$182,308	\$120,800	\$120,800	\$60,000	-50.33%
General Fund	\$1,507,312	\$1,294,018	\$1,295,226	\$1,197,869	-7.43%
<b>Total</b>	<b>\$1,786,739</b>	<b>\$1,499,944</b>	<b>\$1,519,201</b>	<b>\$1,319,269</b>	<b>-12.05%</b>
<b>Staffing</b>					
Full-Time Positions	15.00	13.50	13.50	11.00	-18.52%
Part-Time Positions	0.00	0.00	0.00	1.00	0.00%

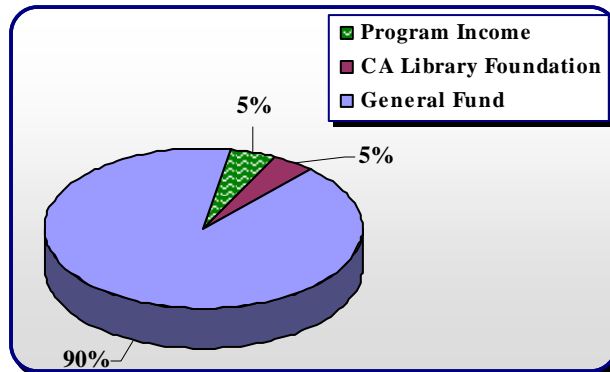
Department by Divisions



Department Expenditure by Category



## Department Funding Sources



## Program Information

### Library

**\$1,319,269**

The Folsom Public Library is a public service organization that serves the Folsom community with professionally delivered information, education, and literary resources including a variety of print, audio, video, and electronic material provided either through the acquisition and loan of these materials or through interlibrary loans from participating libraries. Library staff provides professional information research and referral assistance to promote education, self-help, and lifelong learning to citizens of all ages. In addition, the library serves as a community gathering space and a provider of programs for instruction and entertainment.

## FY 2011–12 Impacts

- Norman R Siefkin joint use Library at Vista del Lago High School will no longer be open to the public and the City will not provide support to this library.

## FY 2010–11 Accomplishments

- Awarded \$20,000 Library Services and Technology Act (LSTA) grant to implement new technologies to improve customer service, and go through a Strategic Reality Check process to create sustainable goals with the community
- Secured a café operator to lease the café space in the library; Einstein Café is set to open in Spring 2011
- Redesign of library website to be more dynamic and user-focused
- New services to patrons; downloadable audiobooks and e-books and the creation of a mobile device compatible catalog and website
- The Save Sundays volunteer program began in July 2010 to keep the library doors open on Sundays

**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Number of new library cards issued	3,919	3,528	3,000

**Customer Service Performance Indicator 2:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Number of visitors to the library	328,918	315,762	285,046

**Customer Service Performance Indicator 3:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Number of library customers served by library programs and events	22,163	21,055	20,000

**Customer Service Performance Indicator 4:**

<b>Performance Indicator</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Open Hours	GMB 44 NRS 30	GMB 41 NRS 27	GMB 41



**FY 2011–12 Statistics / Workload Measures**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Self checkout usage % of total	43.6%	45%	60%
Number of items added to collection	13,990	14,000	9,500
Number of items checked out or renewed	560,230	561,000	530,000
Number of items loaned to partner libraries	46,628	42,000	42,000
Number of items borrowed from partner libraries	97,481	101,000	101,000
Number of reference questions	33,878	38,959	38,000
Story time attendance	14,461	15,184	14,000
Youth program attendance	5,263	2,500	2,500
Adult Program attendance	1,888	1,500	1,500

**Key Issues**

- Continued implementation of the LSTA grant
- Continued efforts at conservation and going green with digital signage and more email notification
- Implementation of point of service transactions
- Viral marketing of library programs through mobile website and social networking

***Future Key Issues***

- Strategies for responding to the reduction or elimination of state funding for libraries both at the local and regional level
- Incorporate future trends in technology, material formats, and customer expectations into a sustainable service delivery plan
- Maximize resources through partnerships with other agencies, community groups and businesses
- Expansion of Library Services and Facilities in the Sphere of Influence

**Position Information**

Position	FY	FY	FY	FY	FY
	2007-08	2008-09	2009-10	2010-11	2011-12
	Approved	Approved	Approved	Approved	Approved
Library Director	1.00	1.00	1.00	1.00	-
Librarian	4.00	3.00	2.00	1.00	2.00
Library Assistant	8.00	6.00	6.00	5.00	4.00
Library Assistant - PPT	0.00	0.00	0.00	0.50	1.00
Library Manager	1.00	-	-	-	-
Library Supervisor	-	1.00	1.00	1.00	1.00
Library Technician	4.00	4.00	4.00	4.00	3.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>19.00</b>	<b>16.00</b>	<b>15.00</b>	<b>13.50</b>	<b>12.00</b>

**Major Contracts** (over \$25,000)

Automated Circulation System	\$42,000
Custodial Services	\$29,000

**New or Replacement Vehicles**

None
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## *Parks & Recreation*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Workload Measures
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

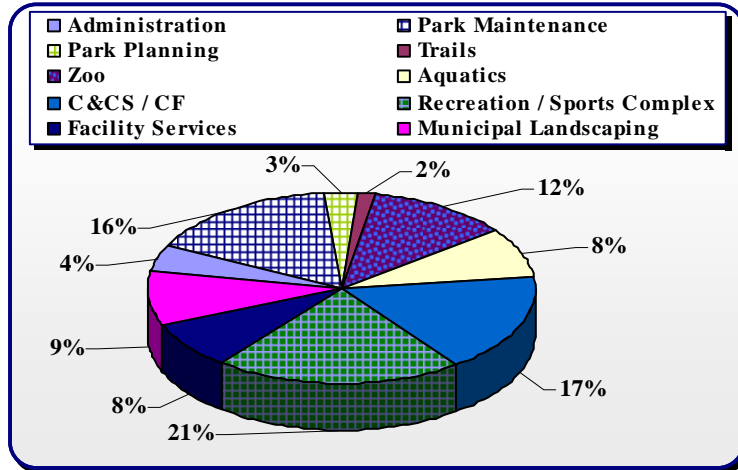
## Mission Statement

The Parks and Recreation Department is committed to establishing and maintaining facilities, parks, and services that enhance the quality of life for all ages, cultural origins, and abilities. As stewards of the public trust, it is the department's purpose to reflect the changing human needs of our community.

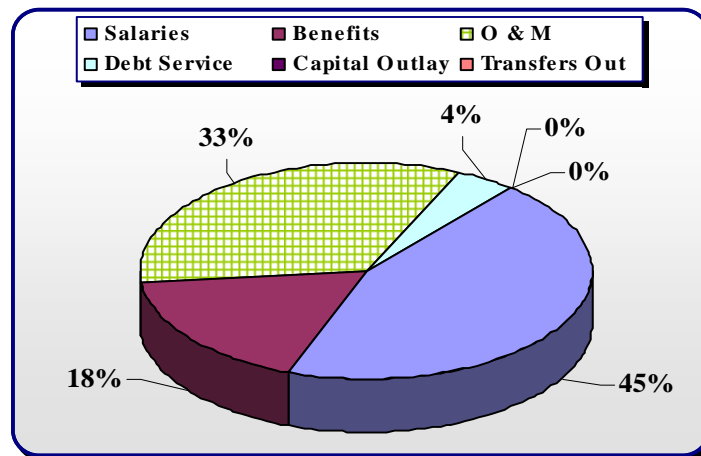
## Budget Summary (All Funding Sources)

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$5,002,372	\$4,823,873	\$4,741,263	\$5,018,217	4.03%
Benefits	\$2,431,744	\$2,365,278	\$2,344,563	\$2,023,968	-14.43%
Operation & Maintenance	\$4,038,446	\$3,593,236	\$3,656,737	\$3,763,165	4.73%
Debt Service	\$500,000	\$500,000	\$500,000	\$500,000	0.00%
Capital Outlay	\$94,388	\$0	\$64,994	\$0	0.00%
Transfers Out	\$9,560	\$7,089	\$0	\$0	-100.00%
<b>Total</b>	<b>\$12,076,511</b>	<b>\$11,289,476</b>	<b>\$11,307,557</b>	<b>\$11,305,350</b>	<b>0.14%</b>
Administration	\$475,638	\$494,180	\$488,619	\$499,629	1.10%
Park Maintenance	\$2,095,867	\$1,794,639	\$1,874,901	\$1,846,176	2.87%
Park Planning	\$315,237	\$187,864	\$284,045	\$308,187	64.05%
Trails	\$183,578	\$173,864	\$171,676	\$175,513	0.95%
Zoo	\$1,200,637	\$1,236,375	\$1,284,955	\$1,335,078	7.98%
Aquatics	\$1,166,543	\$1,011,104	\$988,727	\$945,422	-6.50%
Community & Cultural Services /					
Community Facilities	\$0	\$0	\$1,921,504	\$1,910,265	0.00%
Community Facilities	\$689,234	\$545,616	\$0	\$0	-100.00%
Cultural & Community Services	\$1,527,087	\$1,429,797	\$0	\$0	-100.00%
Recreation / Sports Complex	\$0	\$0	\$2,298,017	\$2,341,554	0.00%
Sports Complex	\$1,545,345	\$1,606,143	\$0	\$0	-100.00%
Sports	\$903,775	\$922,691	\$0	\$0	-100.00%
Facility Services	\$686,101	\$645,084	\$875,582	\$895,820	38.87%
Municipal Landscaping	\$1,287,468	\$1,242,119	\$1,119,531	\$1,047,706	-15.65%
<b>Total</b>	<b>\$12,076,511</b>	<b>\$11,289,476</b>	<b>\$11,307,557</b>	<b>\$11,305,350</b>	<b>0.14%</b>
<b>Funding Source</b>					
Revenues - Zoo	\$451,429	\$643,417	\$535,352	\$682,000	6.00%
Revenues - Aquatics	\$808,106	\$767,600	\$815,098	\$805,077	4.88%
Program Revenue - C&CS/CF	\$0	\$0	\$1,105,971	\$1,111,545	0.00%
Revenues - Community Fac	\$280,410	\$162,198	\$0	\$0	-100.00%
Revenues - Recreation	\$969,111	\$923,200	\$0	\$0	-100.00%
Revenues - Rec / Sports Cplx	\$0	\$0	\$1,460,322	\$1,406,100	0.00%
Revenues - Sports Complex	\$797,689	\$778,000	\$0	\$0	-100.00%
Revenues - Sports	\$639,965	\$627,000	\$0	\$0	-100.00%
Park Improvements	\$315,237	\$187,864	\$284,045	\$308,187	64.05%
Special Assessments	\$427,350	\$427,350	\$427,350	\$420,200	-1.67%
General Fund	\$6,673,715	\$5,998,983	\$6,007,743	\$5,866,241	-2.21%
Inter-Fund Transfers	\$713,499	\$773,864	\$671,676	\$706,000	-8.77%
<b>Total</b>	<b>\$12,076,511</b>	<b>\$11,289,476</b>	<b>\$11,307,557</b>	<b>\$11,305,350</b>	<b>0.14%</b>
<b>Staffing</b>					
Full-Time Positions	59.05	51.80	51.80	50.80	-1.93%
Part-Time Positions	2.00	2.00	2.00	2.00	0.00%

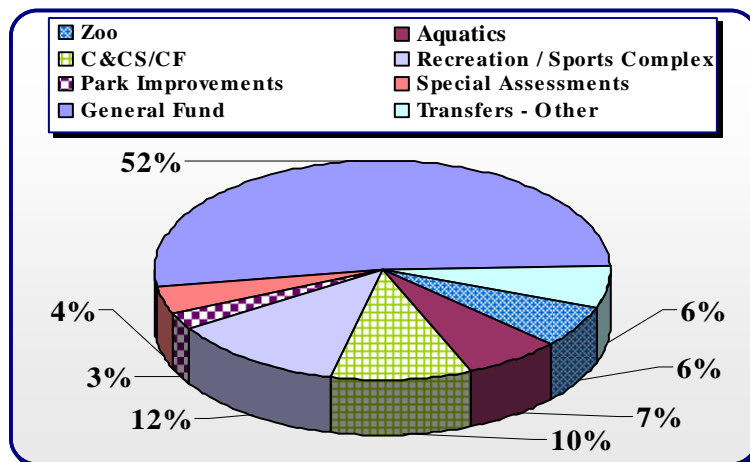
### Department by Divisions



### Department Expenditure by Category



### Department Funding Sources



## **Program Information**

### **Administration \$499,629**

The Administration Division is responsible for providing and maintaining comprehensive parks and recreation services to the community as authorized by the City Council. The division supports two City Council appointed commissions: Parks and Recreation Commission, and Folsom Arts and Cultural Commission, with a diversity of operations ranging from Arts and Athletics to the Zoo. Administration also provides direction to other department divisions towards achievement of annual program objectives, budget expenditures, and capital improvement programs.

### **Aquatics \$945,422**

The Aquatic Center is a year-round facility providing a wide variety of recreational, fitness, and educational programs for the community of Folsom. The facility is the home of the year round USS swim team, Sierra Marlins, as well as the Folsom Sea Otters. During FY 2005-06, the Aquatic Center reached the 1,000,000 visitor mark since opening in 2001. The facility operates from 5 AM - 9 PM daily and currently offers over 70,000 hours of aquatic programming.

### **Cultural and Community Services / Community Facilities \$1,910,265**

The Community and Cultural Services / Community Facilities Division provide staff support for the Arts and Cultural Commission, Sister City Program, Senior & Arts Center, Teen Centers, Teen Council, department-wide marketing, promotions, and clerical services. Additionally, this division provides a variety of recreational programs and services for the pre-school through adult age range, including community special events and extensive senior & arts programs and services. The Division is also responsible for the management, scheduling, operation, and maintenance of City buildings including the Community Center, Rotary Clubhouse, Veterans Hall, Murer House, Senior and Arts Center and the Hinkle Creek Nature Center. This division also schedules the reservations at six City park facilities and Rodeo Arena. Additional responsibilities include department-wide fleet management and special event permits.

### **Park Maintenance \$1,846,176**

The Park Maintenance Division is responsible for the maintenance and upkeep of all parklands, including playground maintenance. Parks staff provides irrigation management, scheduling and repair; specialized turf care; facility repair, renovation, and construction; as well as restroom maintenance and vandalism repair. In addition, Parks staff maintains 409 acres of open space and performs trail maintenance on publicly owned trails.

### **Park Planning \$308,187**

This division is responsible for administration of the park planning, design, construction document preparation process, and construction in accordance with the adopted Parks and Recreation Master Plan, Parks and Recreation Commission recommendations and the City Council policies for parks and recreation facility capital improvement projects. The functions of this division support the achievement of Strategic Goal VII.

**Recreation / Sports Complex** **\$2,341,554**

The Recreation Sports Division is responsible for coordinating the City's sports leagues, programs, and special events. Additionally, the division coordinates the scheduling of the community's youth sports leagues and their relationship with the Folsom Cordova Unified School District (FCUSD) Joint Use agreement. Staff continues to enhance and/or leverage additional recreational services through partnerships/sponsorships with local businesses, community groups and/or individual volunteers. This Division also provides a variety of recreational activities at the Sports Complex for youth and adults, including sports leagues, camps, indoor batting cages, dance classes, a cafe, an arcade, and meeting rooms. A Teen Center is also located in the Sports Complex. The Folsom Sports Complex operates daily 10 AM - 11 PM and currently offers a full schedule of leagues, camps, clinics and tournaments, as well as opportunities for drop-in play.

**Trail Planning** **\$173,513**

This division provides administration of trails division and direction for the accomplishment of tasks and services related to bicycle and pedestrian use and development of trails within the City; and directs the program to fulfill the goals and objectives of the Bikeway Master Plan.

**Zoo** **\$1,335,078**

The Zoo Sanctuary Division teaches and promotes responsible human behavior toward all animals. This mission is pursued through the rescue, humane care and housing, and exhibit of wildlife and companion animals; educational classes, events and programs on site and via outreach; a passive and safe recreational destination for all demographic groups; a progressive media relations campaign; and cooperative relationships with animal oriented agencies and organizations.

**Facility Services** **\$895,820**

The Facility Services Division coordinates or supplies products and services relating to the maintenance and care of public buildings and facilities, including safety, cleanliness, appearance, heating/air-conditioning, and building access/security systems.

**Municipal Landscape Services** **\$1,047,706**

In April 2009, this division was renamed and reorganized to include responsibilities formerly managed by the Parks & Recreation Department. Namely, the MLS Division now maintains the City's 40 parks and sports fields, along with the over 26 miles of trails and 200+ acres of open space. MLS now has oversight over the City's entire urban forest resources. Revenue in this division is approximately \$4.8 million. MLS will continue to manage the budgets and contracts for the City's 25 Landscape and Lighting (L&L) Districts and three Community Facilities Districts. The MLS will continue to manage the public landscaping, streetlights, irrigation systems, water features, walls, fences, 16 mini parks and public art within the districts. The MLS also manages and is staff to the L&L Advisory Committee.

## **FY 2011–12 Impacts**

- Community uses and programs consolidated at 48 Natoma, Sports Complex, Community Center, and Rotary Clubhouse
- Reduced permanent staffing (retirements) in maintenance functions decreasing capacity and facility within operations

## **FY 2010–11 Accomplishments**

### **Aquatics**

- Continued operations at the Vista del Lago High School swimming pool during the months of April through August
- The new summer recreational swim team, Folsom Tigersharks, completed their first season with over 200 swimmers at the Vista del Lago High School pool
- Hosted a Nor Cal Swim League Championship swim meet at Vista del Lago High School
- The giant inflatable pool toys, Kiwi and the New Zealand Beast recorded 15,230 paid participants generating \$30,183 in new revenue
- Family pass sales increased from 507 to 582 with a corresponding increase of \$4,900 in revenue
- Total revenue of \$808,106 in Fiscal Year 2009-10 represents the highest total since the facility opened in 2001, and an increase of \$76,460 over the previous fiscal year
- Held three free family picnic and movie nights with an average of 500 participants per night
- Continued to partnership with 24-Hour Fitness in offering indoor swim lessons from October through March
- Provided a safe aquatic facility for over 200,000 guests without any major accidents or injuries

### **Community and Cultural Services / Community Facilities**

- The Folsom Arts Association saw its membership grow in 2010 to over 100 members. The Association meets monthly at 48 Natoma and hosts workshops that promote professional development of its members and members continue to assist staff with gallery operations and exhibits at City Hall.
- The Patrons of the Arts hosted two arts dialogues with the local arts organizations to define better ways of promoting arts in the community
- Provided six new adult art classes and eight youth art programs. Hosted six different exhibitions in the Main Gallery and Community Gallery at 48 Natoma, including an exhibition of the internationally acclaimed Gregory Kondos.
- Hosted ten senior socials attracting an average of 70 seniors at each event; held 15 senior health/education seminars and added three new senior classes. Seamlessly transferred senior nutrition services from the County of Sacramento to a non-profit organization to provide over 10,000 congregate and home-delivered meals to seniors. Program expansion was aided by the help of seniors who provided over 1,800 hours of volunteer assistance.
- Preschool and youth aged summer and school break camp programs continue to be in high demand and the highest level ever of participation for the Vacation Zone program was achieved with over 1,200 total campers
- Management services for the Renaissance Faire were moved from staff to a contracting management services organization while retaining a healthy share of the revenues



- After 25 years of operation, the Run with Nature successfully changed locations from The Parkway to City Lions Park and a new element, “The Wild Way,” was added, growing total participation to over 2,100. Cyclebration also added new events and the festival location moved from Negro Bar to City Lions Park and experienced increased participation exceeding 2,800
- The Hinkle Creek Nature Center began operations in the fall with the start of two new nature based preschool programs. Summer nature based specialty camps were also held
- The Teen Council experienced excellent participation with 35 members. Two Teen Special Events (Fall Ball and Spring Fling) were held at the Folsom Sports Complex, with the largest attendance ever (500+) for a teen fall event. The Teen Centers served over 19,000 participants throughout the school year and summer
- Scheduled and serviced over 3,000 reservations at five community buildings and six park sites including 26 wedding receptions, 185 meetings, and 1,480 recreation classes
- Completed a major renovation of the bike park at Cummings Family Park
- Completed extensive repairs to the main HVAC units at the Community Center
- Completed required upgrades to the fire suppression system in the kitchen at the Community Center
- Completed the installation of a public wireless internet access point at the Community Center
- Adopted a new fee schedule for the Community Center that will provide greater flexibility on weekend rental hours

#### **Facility Services**

- Completed construction of new customer counter at City Hall
- Replaced clock tower clock motors at Parking Structure
- Completed Rodeo repairs
- Continued ADA improvements of City facilities according to Self-Evaluation Transition Plan
- Remodeled office at the Sewer Division located in the Corporation Yard.
- Replaced boiler flues at City Hall
- Rebuilt key card computer and all access points
- Remodeled office space at permit counter at City Hall
- Replaced siding at Fire Station #36
- Completed interior construction of the main entrance office space and front counter at the Folsom Sports Complex

#### **Municipal Landscape Services**

- Re-bid the maintenance contracts for Parks, Trails/Pet Stations, and for Landscaping and Lighting (L&L) resulting in \$88,080 savings to the General Fund and \$320,640 savings to the L&L Districts for Fiscal Year 2011-12
- Created a new trail map with clear distinctions of trail names, lengths, and locations. Also included location of all contract-maintained pet stations
- Retrofitted key irrigation systems to reduce or eliminate street runoff or overuse of water (Iron Point median, Deer/Rabbit Park and Big Foot Park)
- Created a system to identify water waste areas throughout the L&L Districts and assigned a contractor to repair/fix/replace
- Replaced over 100 pear trees in Oak Avenue median with native oak and other species to better suit the area and soil
- Added over 80 trees along East Bidwell Street within the L&L areas as part of the East Bidwell tree grant

**Park Maintenance**

- In a joint effort between Folsom American Little League and the City, the infield sod of the baseball infield at McFarland Park was replaced and the irrigation system upgraded
- Retrofitted the Folsom Kids Play Park wooded play structure with wooden stabilization members and targeted improved footings
- In cooperation with the Folsom Athletic Association, repainted the seats and handrails at the Livermore Community Park football stadium
- Removed the smaller playground structure and swing sets from City Lions Park to provide space for the new Play for All playground that was installed. Reinstalled the playground set at Lew Howard Park which replaced one of the structures that was out of compliance
- Provided assistance to the City Arborist to install trees along East Bidwell Street and Oak Avenue Parkway
- Assisted with the installation of the irrigation system at the Hinkle Creek Nature Center
- Replaced worn out bollards and striped ADA parking stalls at the upper Lew Howard Park parking lot

**Parks Planning**

- Completed the Phase 1 ADA Folsom City Lions Park Walkway Improvements November 2010.
- Completed the design for the Phase 2 ADA Retro-fit of the Zoo Entry project and construction project management
- Completed design of the Zoo Sanctuary Aviary Exhibit, and construction project management.
- Completed the EECBG 75 kW Photovoltaic project at the Folsom Sports Complex
- Initiated renovation and replacement of the Dan Russell Rodeo Arena restroom structures
- Completed construction of Nisenan Community Park (Opening after maintenance period in August 2011)

**Recreation / Sports Complex**

- Designed and coordinated the Folsom Sports Complex front office remodel with the City's tradesworkers to save on construction costs
- Partnered with the Folsom Cordova Unified School District to provide an afterschool program (STARS – Students Today Achieving Results) at Theodore Judah Elementary School for at-risk youth and underserved transient youth
- Assisted the Folsom Cordova Unified School District in merging its Student Care program with the STARS program in order to provide more opportunities at other Folsom schools with at-risk youth and underserved transient youth
- Partnered with the Folsom City Fire Department and the Sacramento County of Emergency Services to provide, train, and plan an emergency evacuation shelter at the Folsom Sports Complex for the medically fragile population
- Completed Memorandums of Understanding with the Folsom Youth Basketball Association, Folsom Vista Jr. Eagles Football/Cheer Organization and Folsom Jr. Bulldogs Football/Cheer Organization to foster a healthy foundation and relationship with the community youth sports leagues
- Partnered with the Folsom Youth Basketball Association and the Folsom Cordova Unified School District through the Folsom Adopt-A-Facility program to fund additional wall padding for the gymnasium at Folsom Middle School
- Marketed the Folsom Sports Complex to host larger special events such as the Home & Garden Show and the Folsom Biz Expo

- Offered additional sports activities to Birthday Party packages at the Folsom Sports Complex which increased bookings by 50%

**Trails and Open Space**

- Completed the Morrison Homes section of the Humbug-Willow Creek Trail (south of E. Bidwell St.)
- Completed the long-awaited Bike/Pedestrian Overcrossing at East Bidwell Street with a grand opening held on November 6, 2010
- Secured funding in the amount of \$179,000 for the Humbug-Willow Creek Trail / Levy Park connection
- Received authorization from CalTrans to proceed with the design/construction of the bike station, another section of the Humbug-Willow Creek – Dos Coyotes segment
- Completed the Natoma Station Bike Boulevard project
- Initiated community outreach and preliminary design on the Lake Natoma Waterfront Access Trail project
- Initiated design and construction of the Dos Coyotes Trail connection to State Parks’ Lake Natoma Trail
- Applied for three new grants to fund and expand the City’s bike trail network

**Zoo**

- Completed the Aviary Exhibit remodel and adjacent ADA improvements
- Enhanced and refined partnerships with the Friends of the Zoo organization to increase financial support of Zoo operations
- Constructed Canid Exhibit improvements (pool; safety steps for zookeepers) with grant funding
- Introduced new bear cub Henry and new mountain lion cub Cedar
- Conducted the 1<sup>st</sup> Annual Wild Nights and Holiday Lights event in December. Despite more inclement weather than normal, visitation exceeded 6,500 and event proceeds netted more than \$12,000 to support Zoo operations

**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Complete 11 monthly playground inspections and 1 annual playground inspections per year 100% of the time.	100%	100%	100%

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Maintain daily water quality / chemistry records at the Aquatic Center in accordance with Sacramento County Health Department 100% of the time.	Target 100% of Performance Evaluations completed on time	Target 100% of Performance Evaluations completed on time	Target 100% of Performance Evaluations completed on time

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Pass each of three (3) Ellis & Associates lifeguard / aquatic safety inspections with a rating of “meets standards” or better.	100%	100%	100%

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Complete all voicemail call-backs regarding recreation program registration within 24 hours 90% of the time.	90%	90%	90%

**Customer Service Performance Indicator 5:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Accurately process completed mail-in program registrations by close of business each day 90% of the time.	100%	100%	100%

**Customer Service Performance Indicator 6:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Pass three consecutive Food Safety Inspections at the Folsom Sports Complex’s Time Out Café to retain Food Safety Award of Excellence from Sacramento County Environmental Management.	100%	100%	100%

**Customer Service Performance Indicator 7:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Pass all USDA inspections at the zoo with no violations resulting in re-inspection or fines.	100%	1 reinspection	100%

**Customer Service Performance Indicator 8:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Percentage of general routine and facility maintenance service requests completed on annual basis	90%	90%	90%

**Customer Service Performance Indicator 9:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Number of facility safety or health issues, problems, or requests addressed/corrected within 24 hours	100%	100%	100%

**Customer Service Performance Indicator 10:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Repair city street lights in L&Ls within one week (L&L)	95%	98%	98%

**Customer Service Performance Indicator 11:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Repair water and irrigation leaks within 24 hours (L&L)	85%	90%	95%

**Customer Service Performance Indicator 12:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Return phone calls and emails from residents and customers within 24 hours (MLS)	n/a	98%	98%

**FY 2011–12 Statistics / Workload Measures**

**Park Maintenance**

Statistics / Workload Measures	Actual 2009-10	Projected 2010-11	Budget 2011-12
Number of trail miles maintained	32 miles	34 miles	36 Miles
Open space acreage maintained	409 acres	409 acres	420 acres
Number of turf soccer fields maintained	24	25	26
Number of baseball/softball fields maintained	23	24	25
Number of playgrounds inspected and maintained	46	47	48
Number of water features maintained	3	4	4
Irrigated turf acreage maintained and scheduled	132 acres	132 acres	134 acres

**Zoo Sanctuary**

Statistics / Workload Measures	Actual 2009-10	Projected 2010-11	Budget 2011-12
Gate attendance	100,423	103,000	106,000
Number of volunteers hours donated	16,000	16,500	17,000
Tour Revenue	\$23,685	\$23,700	\$24,000

**Aquatics**

Statistics / Workload Measures	Actual 2009-10	Projected 2010-11	Budget 2011-12
Number of swim lessons taught	2,469	2,563	2,600

**Park Planning**

Statistics / Workload Measures	Actual 2009-10	Projected 2010-11	Budget 2011-12
Number of acres of parkland developed	3.0	8.0	0.0
Number of park renovation projects	1	3	1
Number of CEQA review and Master Development Plan adoptions	0	3	0

**Trails Division**

Statistics / Workload Measures	Actual 2009-10	Projected 2010-11	Budget 2011-12
Number of grants submitted	3	3	3
Linear feet of trails constructed	5,280	7,920	8,900
Number of Eagle Scout projects	3	3	3
Bridge volunteer projects	1	2	1

**Community and Cultural Services / Community Facilities**

Statistics / Workload Measures	Actual 2009-10	Projected 2010-11	Budget 2011-12
Number of participants served @ 48 Natoma	33,500	34,000	34,300
Number of participants served at Teen Centers	21,300	21,300	20,215
Number of Arts Master Plan tasks undertaken	15	10	15
Number of youth camp sessions provided	85	90	106
Number of events / participants	5 / 25,200	5/ 26,000	6 / 27,500
Number of facilities maintained	5	6	4
Square footage of buildings maintained	48,050	41,525	37,200
Number of reservations scheduled and serviced	3,500	3,600	3,500

**Recreation / Sports Complex**

<b>Statistics / Workload Measures</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Number of facilities scheduled	267	267	267
Number of events scheduled	18,750	18,750	18,750
Number of soccer fields coordinated daily for Folsom Soccer Club during the recreation season.	50	48	52
Number of softball / baseball fields prepped for youth and adult games per year.	3,100	3,068	3,095
Total number of participants involved in activities coordinated by the Sports Division.	220,000	220,000	220,000
Number of pitches thrown by batting cage machines at the Sports Complex.	1,310,000	1,100,000	1,200,000

**Facility Services**

<b>Statistics / Workload Measures</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Number of routine maintenance requests completed	400	400	400
Number of life safety issues corrected within 24 hours	35	35	35

**Municipal Landscape Services**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Number of L&L and CFD districts managed and maintained	24	24	25
Number of Mini-Parks maintained within L&L's	16	16	16
Number of City Parks Maintained (Regular service; excluding irrigation management)	n/a	37	37
Number of miles of Trails Maintained	n/a	34	36
Number of open space acres maintained within the L&L/CFDs	220	220	220
Number of irrigation controllers within the L&L/CFDs	148	148	148
Number of pet stations maintained within the L&L/CFDs	13	13	13
Number of landscape lights maintained within the L&L/CFDs	385	385	385
Number of streetlights maintained within the L&L/CFDs	3,300	3,300	3,300
Number of newsletters/updates for L&L Advisory Committee and uploaded to City Web site	2	10	10



Number of candidate water conservation projects identified in the L&L districts	2	2	2
Number of public outreach plans prepared and successfully approved for required future increases	15	2	2
Number of L&L inquiries handled from City Assist	10	10	10

**Key Issues**

**Aquatics**

- New swimming lesson program designed for children with autism
- Expanded use of Vista del Lago High School pool and related maintenance and operational challenges
- Increased expenses related to repair and maintenance of pool mechanical equipment
- Continued expanded use of Vista del Lago High School pool to accommodate the high school swimming season beginning in February

**Community & Cultural Services / Community Facilities**

- The Senior and Arts Center is enjoying excellent participation. Programs are divided between services and social programs and revenue producing classes. Because many of the activities are service related in nature, identifying financial resources to fund these activities will be an ongoing challenge
- Demand for programs versus the reduction in staff and facilities will be an ongoing challenge.
- Developing nature based and cultural programming for the Hinkle Creek Nature Center will be a challenge with reduced staffing levels
- Developing marketing strategies to increase awareness and revenue potential for the new Hinkle Creek Nature Center, the Senior and Art Center and Gallery at 48 Natoma. Overcoming the perception that the Senior and Art Center is for seniors exclusively continues to be an ongoing challenge.
- Reinstate Saturday rentals at the Rotary Clubhouse with a projected revenue of \$15,000
- Development of a marketing plan and materials for the Community Center
- Selection of a single caterer for the Community Center that will replace nine recommended caterers
- Increased expenses related to maintaining and replacing aging equipment at the Community Center and Rotary Clubhouse

**Facility Services**

- Continue implementation of ADA compliant repairs and modifications to City facilities
- HVAC equipment replacement on City Hall, PD, and Community Center; aging equipment and impending EPA regulations on R-22 Freon usage
- Continue implementation of energy saving technologies and grounds
- Explore alternatives to water usage in sanitizing exterior of City facilities and grounds
- Servicing the maintenance needs at City Hall, Library, and Police Headquarters with one part-time staff position that replaces a retired full-time Maintenance Worker II



**Municipal Landscape Services**

- Begin development of a Tree Management Plan. Coordinate with Park Maintenance Division, City Arborist, and the Public Works Department. The first phase will focus on fire fuel management and use of new chipper
- Finalize Trail Map which will provide details such as lengths, names of specific sections, and updated with new trail areas
- Continue community outreach in two of the Lighting & Landscaping Districts currently evaluating rate increases in assessment
- Establish resource library and storage area for all Lighting & Landscaping planting and irrigation maps
- Adequate funding for open space areas managed within Parks and Recreation (Park Planning & MLS)

**Park Maintenance**

- Create maintenance program / policy / procedures to provide essential services, support special events and accommodate internal and external customer service requests with reduced staff
- Coordinate with Municipal Landscape Services Division to create a comprehensive City-wide tree care and maintenance program
- Merge the park inventory spreadsheets into the City's GIS mapping system
- Replace the irrigation radio station at the Municipal Landscape Service Division's shop to a radio repeater
- Replace irrigation system and renovate the planting scheme of the parking lot in the back of City Hall
- Complete the park shop reorganization project

**Park Planning**

- Continue with implementation of renovation projects at Dan Russell Arena
- Continue coordination with SOI team on park, trail and open space specific plan elements
- Initiate completion of the consultant Nexus Study for Park Impact Fee analysis
- Complete the Parks and Recreation Master Plan Implementation Plan Update
- Initiate the Parks Renovation Master Plan Update document

**Trails Planning**

- Finalize the trail easement with the State Department of Corrections for the Johnny Cash Trail
- Start construction of the Folsom Lake Trail Bike / Pedestrian Overcrossing Project, Phase 1
- Continue to work toward completion of the Lake Natoma Waterfront and Trail Access and Enhancement project
- Complete feasibility study and environmental work for the Lake Natoma Trail Gap Closure project
- Apply for the SACOG Community Design Grant for the Lake Natoma Trail Gap Closure project

**Recreation / Sports Complex**

- Complete Memorandums of Understanding with each of the Community Youth Sports Leagues while refining youth sports curriculum and coaching training
- Research and develop a business plan for inflatables at the Folsom Sports Complex and/or other best use of multi-use common area

- Due to budget constraints, the additional reliance on part-time staff to assist in carrying out supervisory duties 16 hours per day, 7 days a week at the Folsom Sports Complex and other park locations
- Research and develop a budget plan to replace aging synthetic turf at Kemp 1 and Kemp 2 soccer fields
- Research and develop a budget plan to replace the aging netting around the indoor soccer field with a different style of netting that would allow for other sports (i.e.: Lacrosse) to be played during the non-primetime season
- Continue with A-Z (Arts to Zoo) program that combines community groups, civic organizations and the City to build a community calendar that can assist the Parks & Recreation Department through sponsorship and partnership opportunities
- Discuss alternative funding opportunities with predicted school funding cuts to the Folsom Cordova Unified School District athletic programs and field maintenance
- Research the feasibility of training all youth coaches including school coaches with funding from the Folsom Cordova Unified School District / City of Folsom Adopt-A-Facility program

**Zoo**

- Final evaluation of Zoo Concessions operations
- Improving ability to offer educational programs with limited budget resources
- Growth of volunteer program
- Continue to enhance and improve the new Wild Nights & Holiday Lights event

***Future Key Issues*****Aquatics**

- Major maintenance expenses associated with replacement of pool mechanical equipment such as pumps, motors, heaters and pool resurfacing
- Completion of new Facility Master Plan and the need to continually provide new attractions for generating revenue such as a flow rider and/or spray park
- Implementation of a thermal solar system to help reduce year-round pool heating costs
- Partnership with Folsom Lake College to accommodate swimming and water polo team sports at the Aquatic Center

**Community and Cultural Services / Community Facilities**

- Identify the organizational structure and service delivery plan of the Community and Cultural Services Division in relationship to community growth and program demand
- Long-term funding sources for public art and cultural programs and implementation of the Arts Master Plan
- Replacement and/or renovation of aging equipment and furnishings including HVAC, kitchen, audio-visual, stage lighting, carpeting, restroom fixtures, tables and chairs

**Facility Services**

- Replacement of City Hall diesel generator due to age and environmental impacts
- Replacement of Fire Control System
- Replacement of HVAC equipment and controls to meet efficiency and air quality goals
- Continue to ensure ADA compliance throughout all city Facilities

**Municipal Landscape Services**

- Identify needs / expectations, and funding to manage open space areas and funding for such
- Identify next list of Lighting & Landscaping Districts that will require outreach to discuss assessment increases due to anticipated revenue shortfalls

**Park Maintenance**

- Replace aging vehicles and equipment (forklift and dump truck)
- Establish procedures for regular trail bridge inspections
- Complete the retrofitting of all irrigation controllers in the parks with the Rainmaster system
- Retrofit / renovate the Folsom City Lions Park picnic area and irrigation system
- Repave the Lembi Community Park parking lots
- Replace the aging wooden structure at Folsom Kids Play Park and the non-compliant playgrounds at Lew Howard Park and Reflections mini-park

**Park Planning**

- Development of the Parks and Recreation Master Plan for Sphere of Influence
- Construction of future phased neighborhood and community parks
- Identification of funding source for remaining park development after build-out of the City
- Complete the Park Renovation Master Plan Update

**Trails and Open Space**

- Establish procedures for regular trail bridge inspections
- Establish funding source for the Folsom Boulevard Bike / Pedestrian Overcrossing project
- Establish consistent signage program for the trail system
- Identify sources of matching funds for grant applications

**Recreation / Sports Complex**

- Discussion with Folsom Cordova Unified School District on lighting the other four tennis courts at Ed Mitchell Park
- Adding entrance gates to the second and third tennis courts at Lembi Community Park
- Painting the outside of the Folsom Sports Complex
- Replace batting cages at the Folsom Sports Complex
- Addition of another pitching tunnel at the Folsom Sports Complex
- Develop a Joint-Use Agreement with Los Rios Community College District for use of athletic fields at Folsom Lake College

**Zoo**

- Completion of Phase 4 ADA upgrades
- Offer additional educational programs via volunteer docents
- Phase 2-4 of the Zoo Operations Center
- Phase 3-5 of the Zoo Canid Exhibit
- Partner with the Friends of the Zoo to achieve build out of the Zoo Master Plan

**Position Information**

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>P &amp; R Administration</b>					
Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	2.00	2.00	2.00
Marketing and Graphics Coordinator	-	-	1.00	-	1.00
Office Assistant I/II	-	-	2.00	1.00	1.00
Senior Management Analyst	0.80	1.00	1.00	1.00	1.00
Senior Office Assistant	-	-	1.00	1.00	1.00
<b>Subtotal</b>	<b>2.80</b>	<b>3.00</b>	<b>8.00</b>	<b>6.00</b>	<b>7.00</b>
<b>Park Maintenance</b>					
Maintenance Specialist	9.00	9.00	5.00	5.00	4.00
Maintenance Supervisor	2.00	2.00	1.00	1.00	1.00
Maintenance Worker I/II	6.00	3.00	2.00	-	1.00
Parks Maintenance Manager	1.00	-	-	-	-
Senior Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Senior Office Assistant	1.00	1.00	-	-	-
<b>Subtotal</b>	<b>21.00</b>	<b>17.00</b>	<b>10.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Park Development</b>					
Park Planner I/II	2.00	1.00	-	-	1.00
Park Planner I/II - Limited Term	-	-	1.00	-	-
Park Planning Manager	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>2.00</b>
<b>Trails</b>					
Senior Park Planner	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Zoo</b>					
Assistant Zookeeper/Zookeeper I - PPT	2.50	1.90	0.60	0.60	0.60
Assistant Zookeeper/Zookeeper I	3.00	3.00	3.00	3.00	3.00
Cashier - PPT	0.60	0.60	0.60	0.60	0.60
Zoo Education Coordinator I/II	2.00	2.00	-	-	-
Zoo Education Coordinator I/II - PPT	-	0.80	-	-	-
Zoo Gift Shop Coordinator - PPT	0.70	0.70	-	-	-
Recreation Coordinator I - Limited Term	-	-	1.00	1.00	1.00
Zoo Manager	1.00	1.00	0.80	0.80	0.80
Zoo Supervisor	1.00	1.00	1.00	1.00	1.00
Zookeeper II	1.00	1.00	1.00	1.00	1.00
Zookeeper II - PPT	0.80	0.80	0.80	0.80	0.80
<b>Subtotal</b>	<b>12.60</b>	<b>12.80</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Aquatics</b>					
Recreation Coordinator II	0.75	0.75	0.50	0.50	0.50
Recreation Supervisor	0.25	0.25	0.50	0.50	0.50
Senior Maintenance Worker	1.00	1.00	1.00	-	-
Senior Office Assistant	1.00	1.00	-	-	-
Senior Recreation Coordinator	1.00	1.00	0.75	0.75	0.75
<b>Subtotal</b>	<b>4.00</b>	<b>4.00</b>	<b>2.75</b>	<b>1.75</b>	<b>1.75</b>
<b>Community Center</b>					
Account Clerk	1.00	-	-	-	-
Maintenance Worker I/II	1.00	2.00	1.00	1.00	-
Maintenance Worker I/II - PPT	0.75	-	-	-	-
Recreation Supervisor	0.75	0.75	0.50	0.50	-
Senior Building Tradesworker	1.00	1.00	1.00	-	-
Senior Recreation Coordinator	1.00	1.00	1.00	1.00	-
<b>Subtotal</b>	<b>5.50</b>	<b>4.75</b>	<b>3.50</b>	<b>2.50</b>	<b>0.00</b>
<b>Recreation Administration/Marketing</b>					
Administrative Assistant	1.00	1.00	-	-	-
Marketing and Graphics Coordinator	1.00	1.00	-	-	-
Office Assistant I/II	2.00	2.00	-	-	-
Recreation Manager	1.00	1.00	-	-	-
Senior Recreation Coordinator	-	0.50	-	-	-
<b>Subtotal</b>	<b>5.00</b>	<b>5.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Community &amp; Cultural Services / Community Facilities</b>					
Community & Cultural Services Manager	-	-	-	-	1.00
Recreation Coordinator I	-	-	-	-	2.00
Recreation Coordinator II	-	-	-	-	2.00
Recreation Supervisor	-	-	-	-	1.50
Senior Recreation Coordinator	-	-	-	-	1.25
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>7.75</b>
<b>Recreation Cultural/Community Services</b>					
Community & Cultural Services Manager	1.00	1.00	1.00	1.00	-
Marketing and Graphics Coordinator	1.00	1.00	-	-	-
Recreation Coordinator I	0.70	1.00	2.00	2.00	-
Recreation Coordinator II	2.00	2.00	2.00	2.00	-
Recreation Coordinator I/II - PPT	0.75	0.75	-	-	-
Recreation Supervisor	1.00	1.00	1.00	1.00	-
Senior Recreation Coordinator	1.00	1.00	0.25	0.25	-
<b>Subtotal</b>	<b>7.45</b>	<b>7.75</b>	<b>6.25</b>	<b>6.25</b>	<b>0.00</b>

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Recreation / Sports Complex</b>					
Recreation Coordinator I	-	-	-	-	2.00
Recreation Coordinator II	-	-	-	-	0.50
Recreation Manager	-	-	-	-	1.00
Recreation Supervisor	-	-	-	-	1.00
Senior Recreation Coordinator	-	-	-	-	2.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.50</b>
<b>Recreation Sports</b>					
Recreation Coordinator I	2.00	2.00	1.65	1.40	-
Recreation Coordinator II	-	-	0.20	0.20	-
Recreation Manager	-	-	1.00	1.00	-
Recreation Supervisor	1.00	1.00	1.00	1.00	-
Senior Recreation Coordinator	1.00	1.00	0.70	0.70	-
<b>Subtotal</b>	<b>4.00</b>	<b>4.00</b>	<b>4.55</b>	<b>4.30</b>	<b>0.00</b>
<b>Recreation and Teen Center</b>					
Maintenance Worker I/II	1.00	1.00	1.00	-	-
Recreation Coordinator I	0.25	0.25	0.60	0.60	-
Recreation Coordinator II	1.00	2.00	1.05	1.30	-
Senior Office Assistant	1.00	-	-	-	-
Senior Recreation Coordinator	1.30	0.50	1.30	1.30	-
<b>Subtotal</b>	<b>4.55</b>	<b>3.75</b>	<b>3.95</b>	<b>3.20</b>	<b>0.00</b>
<b>Facility Services</b>					
Facilities Maintenance Supervisor	-	-	-	1.00	1.00
Maintenance Worker I/II	-	-	-	1.00	-
Senior Building Tradesworker	-	-	-	2.00	2.00
Senior Maintenance Worker	-	-	-	1.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5.00</b>	<b>4.00</b>
<b>Municipal Landscaping</b>					
Lighting & Landscape District Manager	-	-	-	1.00	1.00
Maintenance Specialist	-	-	-	3.00	3.00
Maintenance Supervisor	-	-	-	1.00	1.00
Maintenance Worker I/II	-	-	-	1.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Total</b>	<b>70.90</b>	<b>65.55</b>	<b>50.80</b>	<b>53.80</b>	<b>52.80</b>

**Major Contracts** (over \$25,000)

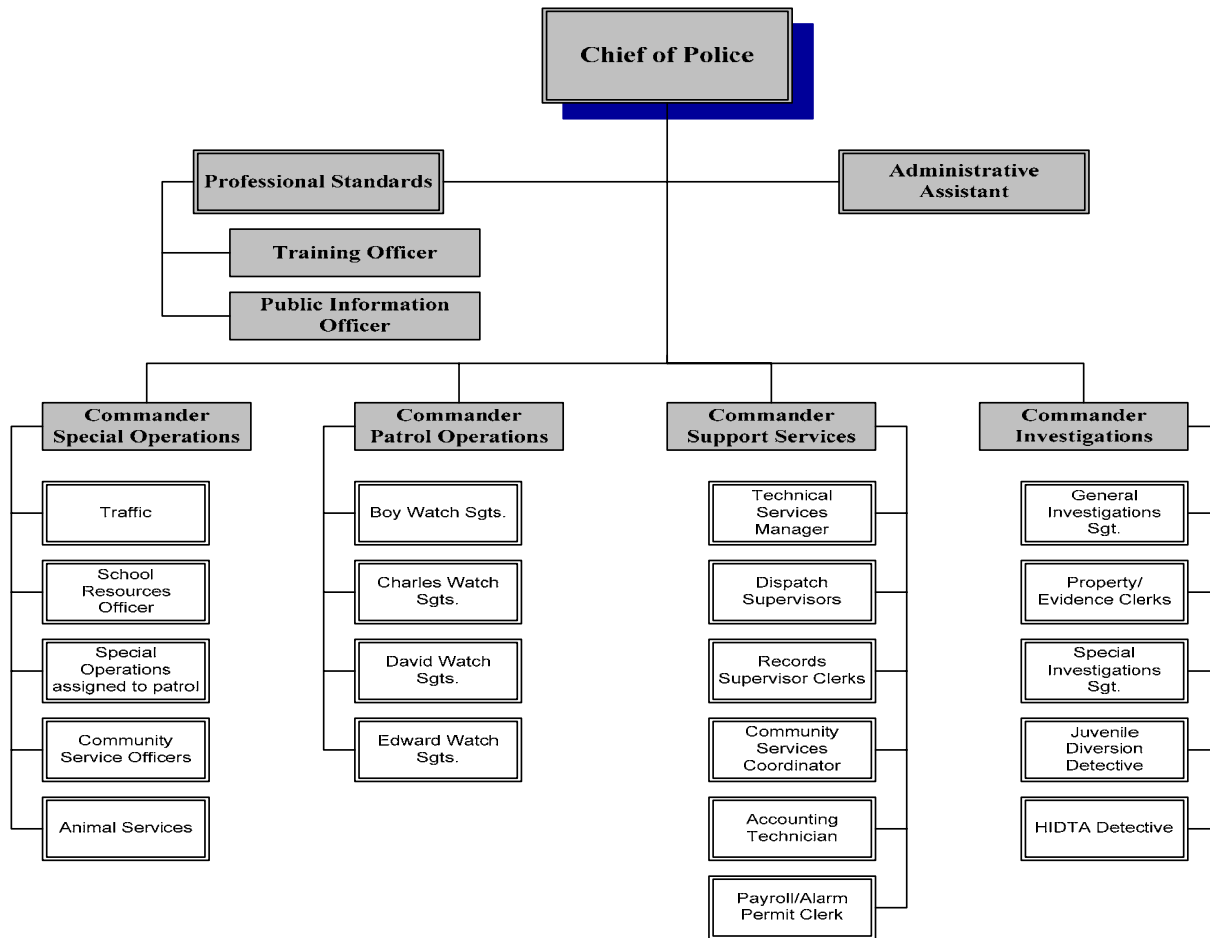
Municipal Maintenance	\$297,431
Recreation Instructors	\$95,000
Sports Officials & FCUSD facility fees	\$146,450
Sports Instructors	\$ 63,380

**New or Replacement Vehicles**

None
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## Police

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Impacts
- ▶ Accomplishments
- ▶ Statistics / Workload measures
- ▶ Key Issues
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles



## Mission Statement

Enhancing the quality of life in Folsom through community partnerships and a commitment to serve and support each other.

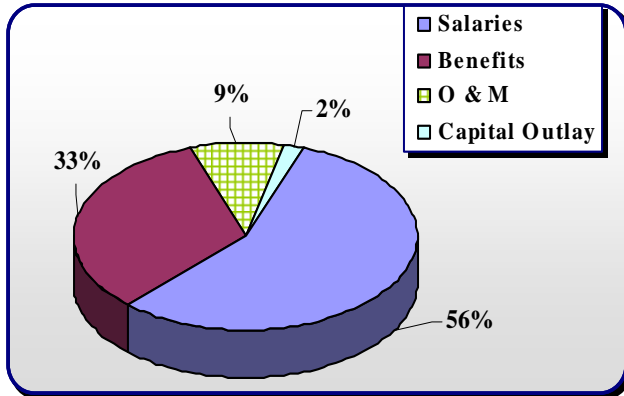
We will:

- Be accountable to one another and our community
- Promote safe and healthy communities
- Ensure a healthy work environment that encourages team building, open communication, and mutual respect
- Hold sacred the public trust in all that we do

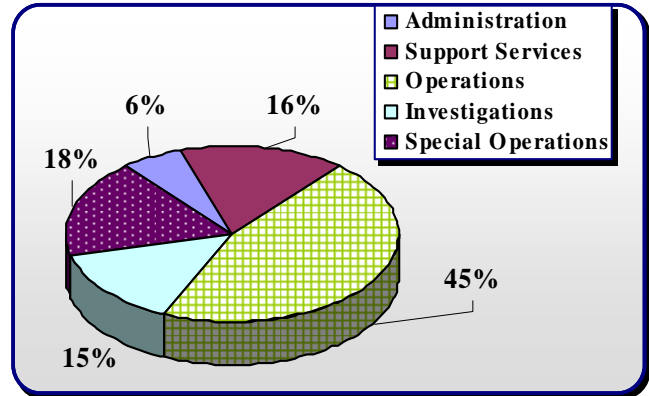
## Budget Summary

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$10,795,116	\$9,894,644	\$10,046,705	\$9,564,034	-3.34%
Benefits	\$6,033,397	\$6,153,014	\$5,696,588	\$5,554,686	-9.72%
Operation & Maintenance	\$1,895,330	\$1,523,291	\$1,539,713	\$1,472,199	-3.35%
Capital Outlay	\$170,652	\$168,000	\$276,033	\$350,000	108.33%
<b>Total</b>	<b>\$18,894,497</b>	<b>\$17,738,949</b>	<b>\$17,559,040</b>	<b>\$16,940,919</b>	<b>-4.50%</b>
Administration	\$1,977,066	\$1,422,558	\$1,592,680	\$1,024,377	-27.99%
Support Services	\$2,358,091	\$2,560,742	\$2,517,290	\$2,736,082	6.85%
Operations	\$11,833,139	\$10,986,525	\$10,833,949	\$7,708,210	-29.84%
Investigations	\$2,726,201	\$2,611,821	\$2,480,232	\$2,456,980	-5.93%
Special Operations	\$0	\$157,303	\$134,890	\$3,015,270	1816.85%
<b>Total</b>	<b>\$18,894,497</b>	<b>\$17,738,949</b>	<b>\$17,559,040</b>	<b>\$16,940,919</b>	<b>-4.50%</b>
<b>Funding Source</b>					
Program Revenue	\$504,935	\$451,300	\$388,074	\$484,000	7.25%
Grants	\$209,265	\$0	\$695,591	\$0	
Recoveries	\$0	\$225,000	\$174,922	\$247,800	10.13%
Inter-Fund Transfers	\$371,000	\$258,242	\$282,515	\$100,000	-61.28%
General Fund	\$17,809,297	\$16,804,407	\$16,017,937	\$16,109,119	-4.14%
<b>Total</b>	<b>\$18,894,497</b>	<b>\$17,738,949</b>	<b>\$17,559,040</b>	<b>\$16,940,919</b>	<b>-4.50%</b>
Full-Time Positions	111.00	99.50	103.50	100.00	0.50%
Part-Time Positions	1.25	0.75	0.00	0.50	-33.33%

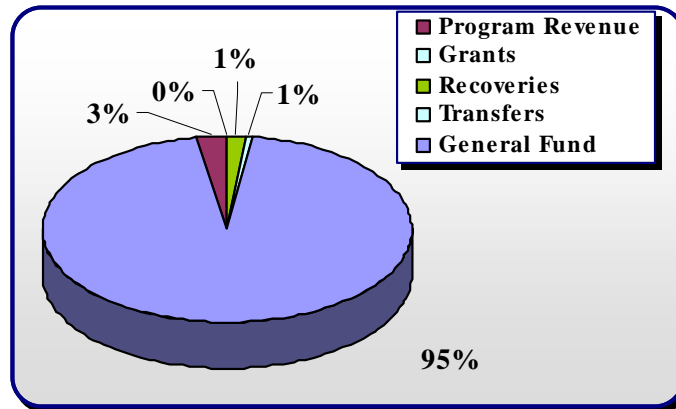
**Department by Divisions**



**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

**Administration**

**\$1,024,377**

The Administration Division is comprised of the Office of the Chief of Police, the Professional Standards Unit, Training, and Media Relations. This division is responsible for the overall leadership and administration of the Police Department. Under the direction of the Chief of Police, this division develops and implements department budgets, policies and directives, as well as coordinates training, conducts personnel complaint investigations, and facilitates the recruitment and hiring process of new

employees. Media Relations is responsible for informing the public of important issues and newsworthy events occurring within the police department.

**Support Services****\$2,736,082**

The Folsom Police Department Support Services Division is comprised of the Communication Center, Records, Fiscal, the Alarm Unit and Community Services Unit (CAPS Volunteers).

The Folsom Police Department Communication Center is the primary public safety answering point for the City's 9-1-1 calls. The Communication Center Dispatchers are responsible for screening all incoming emergency and non-emergency calls for service, including wireless 9-1-1. Once a call for service is received it is immediately prioritized and dispatched accordingly, with the most urgent calls receiving the highest priority. Callers requesting law enforcement within the City of Folsom are thoroughly questioned by the dispatcher in order to obtain all necessary information to ensure citizen and officer safety. The dispatcher simultaneously enters the information being reported into the Folsom Police Department's Computer Aided Dispatch (CAD) system. Requests for fire or medical services initially answered by the Folsom Communications Center are transferred to Sacramento Regional Fire Communication Center after it is determined that law enforcement presence is not needed.

The Communication Center Dispatchers also dispatch calls to police officers, community services officers and the animal services officer via an 800 MHz radio system. The Folsom Police Dispatchers maintain an accurate chronology of events and information in the CAD system as it transpires. The Folsom Dispatchers relay pertinent information to other law and fire agencies within the region in an effort to apprehend criminals and promote citizen and officer safety. Dispatchers perform a variety of other functions. Some of those other duties include dispatching for animal services; answering the police department's incoming business lines; entering information such as stolen vehicles or firearms, pawn slips, towed/stored vehicles, into the California Law Enforcement Telecommunications (CLETS) system; answering after hour calls for the Water and Sewer Departments; handle after hour call outs for Streets, Signs and Signals.

The Records Bureau is responsible for processing all documents, public records releases, counter walk-in assistance, telephone inquiries, and subpoenas. The Records Bureau staffs the front counter which is open to the public from 7:00 a.m. to 4:00 p.m., 4 days a week and greet the public in uniform. The professional staff from the Records Bureau assist the public at the front counter with cite sign offs, clearance letters, towed/stored vehicle inquiries, collection of police related fees and screening all visitors prior to allowing entry into the secured portion of the Police Department building. Police Reports are made available to the public, the news media and other governmental organizations in accordance with the Public Records Act (PRA) and Right to Privacy laws. The Records Bureau enters all crime reports, arrest reports, traffic collisions and citations in the Police Department's Records Management System (RMS). They also produce weekly and monthly reports including the Uniform Crime Reports (UCR) that is a summary based reporting system that includes our crime data. The Records Bureau staff also provides LiveScan services for prospective City employees and City volunteers.

The Records Bureau performs court liaison duties on subpoenas for all Police Department employees and requests for records. The professional staff in Records maintains a subpoena log, routes for service of the subpoena, and provides a daily update of subpoenas on a hotline for employees 24/7 use. The Records Bureau processes all incoming and outgoing mail for the Police Department. The Records staff will seal

the records of adult and juvenile cases as directed by the court and manage the Police Department's retention schedule.

The Community Services Unit provides volunteer and crime prevention programs such as vacation and security checks, safety fairs, and Neighborhood Watch. This unit is also responsible for coordinating the Citizen's Police Academy annually. The Volunteer Coordinator oversees the Citizens Assisting Public Safety (CAPS) Volunteers which for the last 3 years has had over 70 active CAPS Volunteers. The CAPS Volunteers participate in Neighborhood Watch, WatchMail, Vacation Checks, Home Security Surveys, H.E.L.P., Vial of Life, and Community Watch. The CAPS Volunteers take responsibility for event parking at Folsom's Annual Rodeo by setting up cones and barricades, collecting parking fees at the parking entrance and directing traffic to the designated parking spaces. The CAPS Volunteers provide a valuable service to this community by supporting Police and Fire with traffic control at major collision scenes, assisting with at risk missing person searches and any other prolonged event in which they are requested.

**Patrol Operations****\$7,708,210**

In January of 2011, the Operations Division was divided into two separate divisions, Patrol Operations and Special Operations. The Patrol Operations Division now consists of a division commander, seven sergeants, and 44 patrol officers who provide initial response to requests for law enforcement assistance from the community and provide a visible presence thus increasing the safety and security of local residents. Also in January of 2011, the Patrol Operations Division changed to a new hybrid patrol schedule which is focused on the team concept. Rather than officers working with different coworkers and sergeants throughout their work week, they now work the same shift as a team with a sergeant running each of the seven teams. Patrol Operations is the largest division in the police department with the responsibility of being the first responders for any situation facing the citizens of Folsom seven days a week, 24 hours a day. Patrol officers staff a four beat system designed to spread officers throughout the city and reduce response times. The officers work the same beat on a continuous basis so they become familiar with that specific area of the city and all of the crime patterns occurring in their beat. Patrol officers perform community policing in its purest form by following the philosophy of the department's mission statement. Uniformed patrol officers emphasize quick response, quality service, and promoting safe and healthy communities. Good old fashioned foot patrol is still put to use to patrol parks, businesses, apartment complexes, and other areas of the city. To deter property crime, Patrol Operations places "bait" property at various locations throughout the city. If the "bait" is taken, officers can track the property with specialized equipment in their patrol cars and arrest the suspects. Crime scene investigators are also within the Patrol Operations Division. Crime scene investigators are patrol officers who are specially trained in crime scene investigations as an ancillary duty to patrol. A crime scene investigation vehicle equipped with all the necessary equipment for large scale crime scenes is available for the crime scene investigators and is actively deployed on patrol as well. The men and women of the Patrol Operations Division take great pride in being accountable to one another and the community while holding sacred the public trust in all that they do.

**Investigations****\$2,456,980**

The Folsom Police Department Criminal Investigations Division (CID) conducts thorough, complete and accurate follow up investigations for reports of criminal activity. Investigators prepare cases for the documentation of significant events and criminal prosecution. As a result of their duties, Investigators work closely with the Sacramento County District Attorney's Office. Investigators receive specialized

training to assist in their specific areas of investigation. Members of the CID are tasked with the investigation of assaults, homicide, robbery, sexual assault, exploited and missing children, elder abuse, narcotics violations, alcoholic beverage licensing and enforcement, gang activity, burglary, larceny, auto theft, identity theft, forgery/fraud, financial crimes, vice, and high technology crimes (internet related crimes). They are also tasked with crime analysis, surveillance in areas of criminal activity, conducting probation/parole searches, the monitoring and maintenance of registered sex and drug offenders, intelligence gathering, and educational programs for Folsom's citizens and retail businesses. The CID is also responsible for the receiving, processing, storing and purging of property/evidence collected by officers and fire investigators during the course of their duties. The integrity of the chain-of-custody and the integrity of the evidence/property room are critical for the successful prosecution of criminal cases. Other functions within the CID include the management of sex/narcotic/arson offender registrations and the concealed weapons permit program.

**Special Operations****\$3,015,270**

The Operations Division was recently divided into two separate divisions, Patrol Operations and Special Operations. The Special Operations Division consists of the Traffic Bureau, Commercial Enforcement Unit, Bicycle Patrol Unit, Animal Services Unit, School Resource Unit, Canine Unit, Equine Unit, SWAT, other special ancillary assignments, and fleet. The Patrol Operations Division provides initial response to requests for law enforcement assistance. The Special Operations Division supplements Patrol Operations with officers trained and prepared for abnormal or critical incidents.

**FY 2011–12 Impacts**

- Reduction of three sworn positions due to budget constraints
- Decreased capacity to conduct follow-up investigations
- Potential increase in response time to calls for service
- Reduction in traffic enforcement efforts
- Expected increase in overtime to maintain safe patrol staffing levels

**FY 2010–11 Accomplishments****Administration**

- Reorganized department to enhance command, control, communication, efficiency and effectiveness
- Created and implemented Career Succession Plan to identify, train, coach, mentor, and develop future leaders
- Created Commander position for command responsibility, authority, and accountability
- Created Succession of Command Plan
- Created and implemented Master Officer Plan
- Implemented new patrol schedule to reinstitute team plan for enhanced supervision of personnel
- Completed a Master Training Plan
- Reorganization of Command Staff from Two Captains / Four Lieutenants to Four Commanders

**Support Services**

- Answered 97% of 9-1-1 calls in 10 seconds or less
- Completed the wireless 9-1-1 project and received \$75,000 from the State for completing this project
- Citizens Assisting Public Safety (CAPS) volunteered 12,461 hours in support of police and fire
- Provided a Citizens Academy
- Partnered with Twin Lakes Food bank to provide holiday food basket program
- Implemented 9-1-1 for Kids program which partners with the elementary schools to teach children how and when it is appropriate to call 9-1-1
- Enhanced the working environment in dispatch, records and their break room by painting and utilizing volunteers from the work force and command staff
- Despite staffing reductions, we were still able to provide front counter service four days a week
- Incorporate a master officer position in Communications
- Managing and utilizing the CAPS volunteers in bureaus where staffing reductions have occurred in order to assist with workload
- Grant purchased camera monitors installed in Communication Center to enhance security department wide
- Replaced computers in the Communication Center with grant funding
- Secured a personal services contract to provide crime statistics and analysis
- Replaced chairs in Communications Center with grant funding

**Patrol Operations**

- 3% reduction in property crimes overall.
- 11% reduction in auto theft.
- 13% reduction in injury collisions.
- Obtained \$50,000 bicycle/pedestrian grant from California Office of Traffic Safety
- Specialized enforcement "Holiday Patrol" helped reduce property crime by 22% over a two month period.
- OTS traffic grants helped provide the following:
- One DUI (Driving Under the Influence) warrant sweep, 2 DUI checkpoints, 36 DUI saturation patrols, 22 red light enforcement patrols, 16 speed enforcement patrols, and 5 motorcycle safety patrols

**Investigations**

- 41% of assigned cases cleared in 30 days or less
- 32% of cases assigned to the Criminal Investigation Bureau are cleared by arrest
- 23 community presentations on narcotics, alcohol and fraud crimes
- Coordinated with outside agencies to successfully conclude 2 major investigations involving white supremacists targeting Folsom for property crimes and a major Oxycontin sales organization targeting Folsom's youth. Both investigations concluded with the arrests of the responsible subjects and lengthy prison sentences
- Obtained a grant from the Calif. State Dept. of Alcoholic Beverage Control (ABC). The grant provided funding for alcohol licensee education, ABC enforcement training for officers, enforcement operations to address alcohol sales/service to minors, narcotics sales in licensed establishments, community outreach to educate teens and parents regarding alcohol related issues and the purchase of camera/alcohol sensing equipment



**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Answer 90% of landline and cellular 9-1-1 calls within three rings.	97.78%	97.5%	97.%

Reported statistics reflect fiscal year and not calendar year, as done in previous years.

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Reduce 1 <sup>st</sup> and 2 <sup>nd</sup> unit response time to emergency calls	1 <sup>st</sup> - 6 min. 58 seconds	1 <sup>st</sup> - 6 min. 50 seconds	1 <sup>st</sup> - 7 min. 23 seconds
	2 <sup>nd</sup> - 9 min. 45	2 <sup>nd</sup> - 9 min. 30	2 <sup>nd</sup> - 8 min. 28

Reported statistics reflect fiscal year and not calendar year, as done in previous years.

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Data entry of crime reports	Within 1day	Within 7 day	Within 10 days

Reported statistics reflect fiscal year and not calendar year, as done in previous years.

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Data entry of citations	Within 45 days	Within 90 days	Within 90 days

Reported statistics reflect fiscal year and not calendar year, as done in previous years.

**Customer Service Performance Indicator 5:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Police reports released to the public	1,438	1,400	1,500

Reported statistics reflect fiscal year and not calendar year, as done in previous years.



**FY 2011–12 Statistics / Workload Measures****Administration**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Part 1 Violent Crime	349	340	350
Part 1 Property Crime	1,490	1,550	1,550

Reported statistics reflect fiscal year and not calendar year, as done in previous years.

**Support Services**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Calls for Service	70,825	71,000	73,000
Reports processed	5,980	6,174	6,200
Number of 911 calls	19,064	19,000	20,000
Telephone transactions	105,603	107,000	108,000

Reported statistics reflect fiscal year and not calendar year, as done in previous years.

**Operations**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Felony arrests	462	449	470
Misdemeanor Arrests	1,394	945	1,308
Traffic Citations issued	13,369	12,292	14,048
Traffic Collisions w/ injury	230	245	246
Traffic Collisions w/out injury	464	531	530

Reported statistics reflect fiscal year and not calendar year, as done in previous years.

**Investigations**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Cases assigned for investigation	543	566	550
Felony arrests	170	145	185
Misdemeanor Arrests	89	47	65
Probation Searches	87	75	90
Community Presentations	20	21	25

Reported statistics reflect fiscal year and not calendar year, as done in previous years.

## **Key Issues**

### **Administration**

- Update and maintain computer infrastructure
- Succession planning and leadership development
- Department reorganization to address staffing reductions in professional and sworn staff

### **Support Services**

- Make a determination on the future of the AVL project
- Review and update Communications Center Procedural Manual
- Replace computers in the Records Bureau and Communications Center.
- Replace chairs in the Communications Center
- Replace headsets in the Communications Center
- Ability to provide crime statistics and analysis
- Decrease front counter hours of operation for public access

### **Patrol Operations**

- Examine alternatives for reducing the second unit's response time on priority calls for services
- Monitor new hybrid patrol schedule as it relates to coverage and overtime expenditures for patrol.
- Utilize some pay-back days of hybrid schedule to conduct special enforcement and community services
- Continue use of electronic tracking systems to help deter property crimes
- Utilize pay-back days to train patrol personnel and reduce training costs

### **Investigations**

- The arrest clearance rate for cases assigned to the CID declined from the previous year's 52% to 32% as a result of reduced staffing and increased case loads for the remaining detectives. Staffing reductions required our detectives to prioritize their assigned cases and focus their efforts on the more serious offenses.
- State/County investigative resources continue to decline resulting in a decreasing response to increasing criminal activity in the greater Sacramento region. This unchecked criminal activity flows into the City of Folsom, resulting in increased case loads for CID detectives.
- Inability to research or provide crime, statistical, and spatial analysis
- A federal grant will provide the CID with a new Youth Services Detective, who will focus on juvenile crimes and a new Juvenile Diversion Program in order to reduce juvenile crime in Folsom. The reorganization of the CID to allow for the formation of a Special Investigations Unit (SIU), in order to address an increase in drug use and sales in the City of Folsom. Particularly, the SIU has noted a significant increase in the use and addiction to Oxycontin and Heroin, by youth in the City of Folsom.

### **Special Operations**

- Reestablish School Resource Officer Program through grant funding and a partnership with FCUSD
- Train two Motor Officer Instructors and prepare a Traffic Unit training curriculum
- Reduce injury collisions through enforcement and education efforts
- Utilize grant funds to coordinate at least three bicycle rodeos and helmet giveaways
- Increase animal licensing compliance by 10%

- Train and certify an additional police dog for drug detection
- Coordinate drug detecting police dog use at Folsom high schools
- Develop a training curriculum for officers holding special assignments

### ***Future Key Issues***

#### **Administration**

- Identify funding source to make needed repairs to building and HVAC system
- Identify possible service impacts as a result of further budget reductions
- Evaluate funding opportunities for necessary radio maintenance and replacement
- Identify funding options for crime analysis and communications repairs, systems maintenance

#### **Support Services**

- Replace headsets in the Communications Center
- Implement succession planning and leadership development
- Department reorganization to address staffing reductions in professional staff
- Replace desktop computers in Records Bureau
- Maintain or provide crime, statistical and spatial analysis
- Utilize the Master Training Plan to determine mandatory and essential training to develop Employees
- Identify a funding source for replacement of the Computer Aided Dispatch and Records Management System (\$800,000 to 1,200,00)
- Increase personnel in Records Bureau to maintain service levels without overtime
- Increase front office counter hours of operation for public access
- Continue community outreach on crime prevention awareness
- Increase personnel in the Communications Center to maintain service levels without utilizing overtime, as well as transition to a 4/10 schedule as outlined in the FPOA contract
- Maintain or provide crime, statistical, and special analysis

#### **Patrol Operations**

- Maintain patrol staffing levels and improve on current level of service during a troubled economy
- South of Highway 50 and effects on patrol related to the SOI

#### **Investigations**

- The CID will need to increase staffing in order to address increases in drug, violent and theft related crimes.
- Identifying and securing grant funding to maintain the CID's current level of service.
- 2 CID detectives are scheduled to complete their assignment terms and transfer back to patrol operations in May of 2012.
- The continuing reductions in law enforcement staffing in the Sacramento region continues to place greater burdens on the CID.
- In January 2011, the City of Sacramento was identified as the #2 city in the State of California for violent crime. They were also listed as #5 in the top 10 worst cities to live in within the USA. With its close proximity to Folsom, Sacramento's significant increase in violent crime is sure to impact the quality of life in Folsom.

**Special Operations**

- Replacement of an increasing large stock of aged and worn patrol vehicles
- Appropriate staffing level for Animal Services to provide seven day a week coverage
- Advanced training for personnel holding special assignments

**Position Information**

<b>Position</b>	<b>FY 2007-08 Approved</b>	<b>FY 2008-09 Approved</b>	<b>FY 2009-10 Approved</b>	<b>FY 2010-11 Approved</b>	<b>FY 2011-12 Approved</b>
<b>Police Administration</b>					
Police Chief	1.00	1.00	1.00	1.00	1.00
Accounting Technician I/II	2.00	1.00	1.00	1.00	-
Administrative Assistant	-	-	-	-	1.00
Executive Assistant I	1.00	1.00	-	-	-
Electronics and Communications Engineer	-	1.00	1.00	-	-
Police Captain	2.00	2.00	2.00	1.50	-
Police Lieutenant	1.00	1.00	-	-	-
Police Officer	-	-	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>5.50</b>	<b>4.00</b>
<b>Support Services</b>					
Police Commander	-	-	-	-	1.00
Accounting Technician I/II	-	-	-	-	1.00
Communications Supervisor	2.00	2.00	2.00	2.00	2.00
Dispatcher I/II	14.00	14.00	12.00	12.00	12.00
Police Records Clerk	2.00	2.00	2.00	2.00	2.00
Police Records Clerk - PPT	0.50	0.50	0.50	-	0.50
Police Records Supervisor	1.00	1.00	1.00	1.00	1.00
Police Technical Services Manager	1.00	1.00	1.00	1.00	1.00
Police Volunteer Coordinator	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>21.50</b>	<b>21.50</b>	<b>19.50</b>	<b>19.00</b>	<b>21.50</b>
<b>Operations</b>					
Police Commander	-	-	-	-	1.00
Community Service Officer	3.00	3.00	3.00	2.00	-
Electronics and Communications Engineer	1.00	-	-	-	-
Mechanic - PPT	0.75	0.75	0.75	-	-
Police Lieutenant	3.00	2.00	3.00	2.00	-
Police Officer	57.00	57.00	54.00	50.00	36.00
Police Sergeant	10.00	9.00	9.00	9.00	7.00
<b>Subtotal</b>	<b>74.75</b>	<b>71.75</b>	<b>69.75</b>	<b>63.00</b>	<b>44.00</b>

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Investigations</b>					
Police Commander	-	-	-	-	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	-
Crime/Intelligence Analyst	1.00	1.00	1.00	-	-
Police Lieutenant	1.00	1.00	1.00	1.00	-
Police Officer	11.00	11.00	9.00	9.00	10.00
Police Sergeant	3.00	3.00	2.00	2.00	2.00
Property & Evidence Technician	2.00	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>19.00</b>	<b>19.00</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Special Operations</b>					
Police Commander	-	-	-	-	1.00
Animal Control Officer	-	-	-	1.00	1.00
Community Service Officer	-	-	-	-	2.00
Police Officer	-	-	-	-	11.00
Police Sergeant	-	-	-	-	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>16.00</b>
<b>Total</b>	<b>123.25</b>	<b>120.25</b>	<b>112.25</b>	<b>103.50</b>	<b>100.50</b>

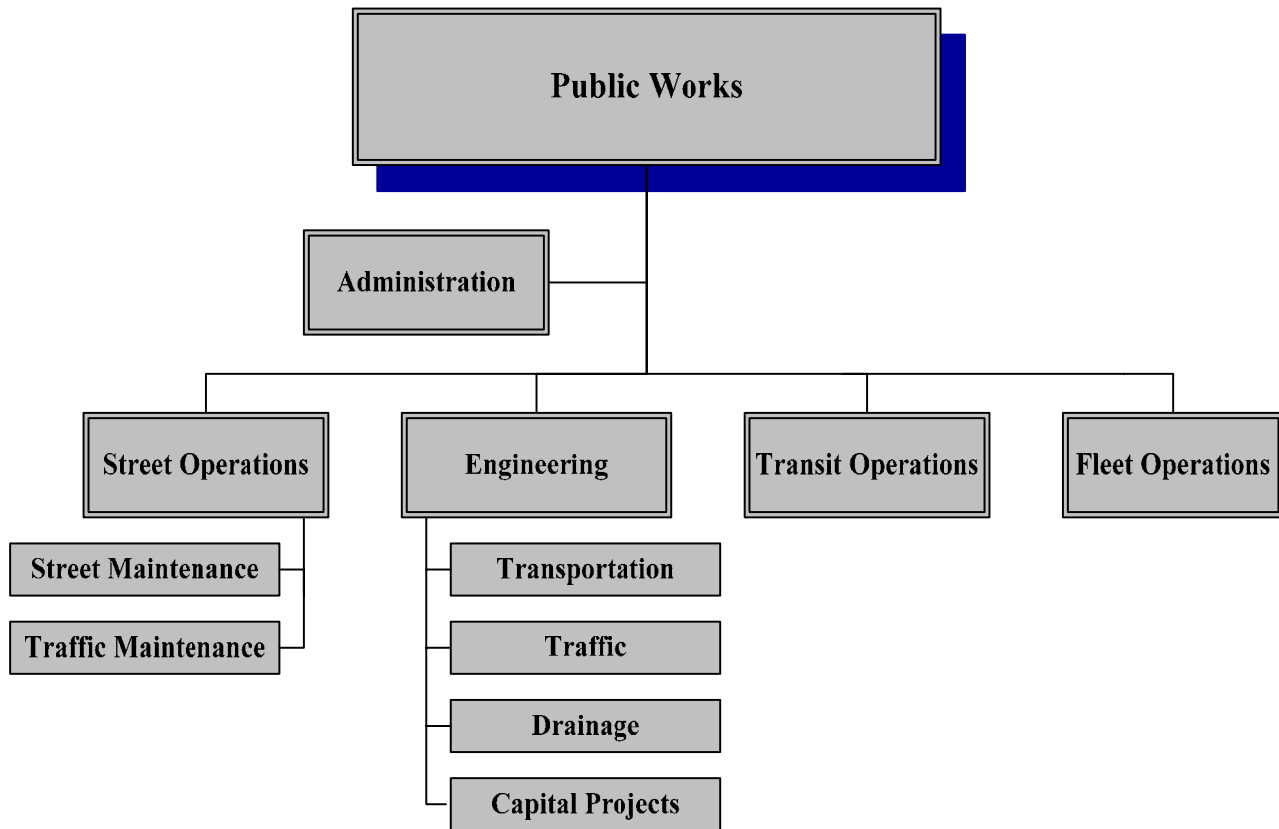
**Major Contracts (over \$25,000)**

Software Support	\$78,865
Animal Sheltering & holding	\$59,300
Backbone Operation Fee	\$58,616
Backbone Operation Fee	\$58,616
Janitorial Services	\$31,680
Janitorial Services	\$31,680
Jail Bookings	\$26,700
DOJ Clets/CJIS Access	\$30,703

**New or Replacement Vehicles**

Replacement Vehicles	\$350,000
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## *Public Works*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Workload Measures
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

*(Due to Enterprise Funding, Administration/Engineering/Fleet and Transit are separated into individual sections.)*

## Mission Statement

The mission of the Public Works Department is to provide timely and cost-effective Public Works services and programs that ensure the community's health, safety, and welfare; protect and enhance the environment; further orderly development of the City's infrastructure; and exemplify a total commitment to customer service.

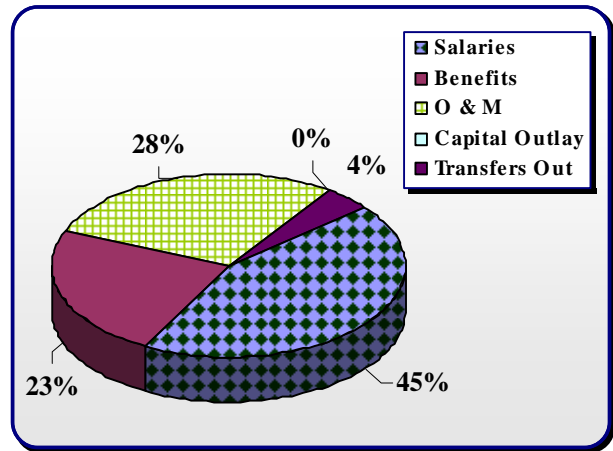
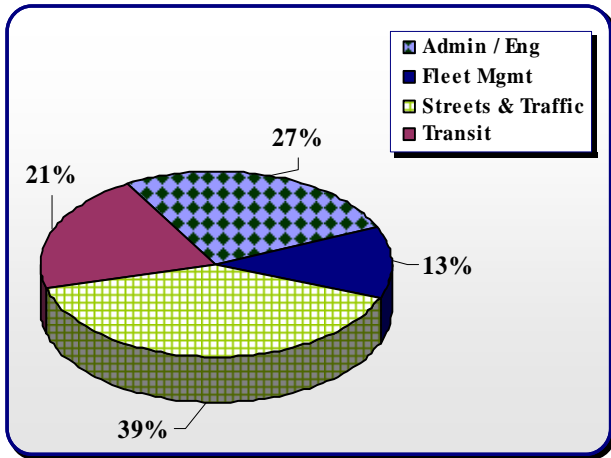
## Budget Summary (All Funding Sources)

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$3,771,877	\$3,475,355	\$3,714,360	\$3,823,932	10.03%
Benefits	\$2,083,227	\$2,126,957	\$2,210,466	\$2,028,147	-4.65%
Operations & Maintenance	\$2,014,647	\$2,702,925	\$2,057,690	\$2,476,183	-8.39%
Capital Outlay	\$14,736	\$0	\$0	\$0	0.00%
Transfers Out	\$590,526	\$484,693	\$464,406	\$371,809	-23.29%
<b>Total</b>	<b>\$8,475,013</b>	<b>\$8,789,930</b>	<b>\$8,446,922</b>	<b>\$8,700,071</b>	<b>-1.02%</b>
Administrative Engineering	\$2,120,277	\$2,361,682	\$1,987,307	\$2,328,483	-1.41%
Fleet Management	\$1,157,685	\$868,182	\$1,282,703	\$1,090,741	25.64%
Streets & Traffic Maintenance	\$3,110,043	\$3,527,247	\$3,207,926	\$3,468,491	-1.67%
Transit	\$2,087,007	\$2,032,819	\$1,968,987	\$1,812,357	-10.85%
<b>Total</b>	<b>\$8,475,013</b>	<b>\$8,789,930</b>	<b>\$8,446,922</b>	<b>\$8,700,071</b>	<b>-1.02%</b>
<b>Funding Source</b>					
Shared State Revenue	1,670,769	987,000	1,677,964	1,734,939	75.78%
Program Revenues	\$835,069	\$1,034,716	\$550,830	\$178,000	-82.80%
Other Revenue	\$70,476	\$0	\$53,528	\$45,000	0.00%
Transportation Development Measure A	\$601,204	\$1,525,863	\$1,058,508	\$2,103,611	37.86%
Gas Tax	\$1,637,083	\$1,289,350	\$1,200,000	\$1,531,000	18.74%
Traffic Congestion Relief	\$932,625	\$0	\$420,000	\$0	0.00%
Light Rail	\$44,809	\$40,000	\$76,500	\$82,572	106.43%
Transit	\$85,562	\$100,000	\$95,000	\$115,020	15.02%
Drainage Capital	\$196,703	\$126,500	\$176,500	\$171,454	35.54%
Redevelopment Capital Proj.	\$23,760	\$131,200	\$34,000	\$152,753	16.43%
Tree Mitigation	\$17,058	\$28,000	\$28,000	\$28,000	0.00%
Utilities	\$192,015	\$175,000	\$0	\$361,234	106.42%
General Fund	\$1,963,484	\$1,992,131	\$2,378,986	\$2,022,689	1.53%
Fund Balance	\$204,395	\$823,819	\$30,430	(\$65,582)	-107.96%
Other Inter-Fund Transfers	\$0	\$0	\$0	\$15,381	0.00%
<b>Total</b>	<b>8,475,013</b>	<b>8,789,930</b>	<b>8,446,922</b>	<b>8,700,071</b>	<b>-1.02%</b>
Full-Time Positions	51.00	46.00	46.00	47.50	-6.86%
Part-Time Positions	8.00	8.75	8.75	8.00	0.00%

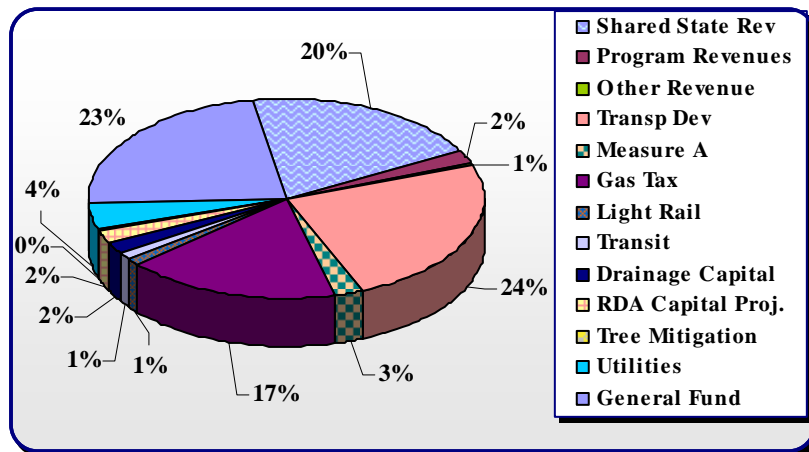


Department by Divisions

Department Expenditure by Category



Department Funding Sources

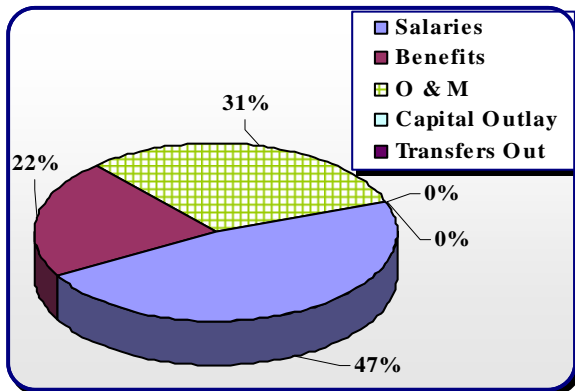


**Budget Summary of Administration / Engineering**

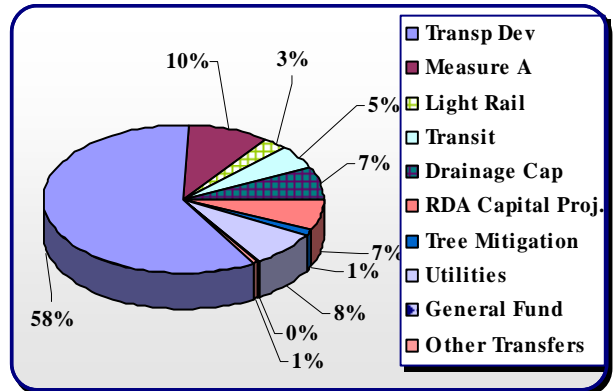
<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$1,051,976	\$991,623	\$997,317	\$1,103,581	11.29%
Benefits	\$511,281	\$517,038	\$510,497	\$509,460	-1.47%
Operation & Maintenance	\$532,426	\$853,021	\$479,492	\$715,442	-16.13%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$24,594	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$2,120,277</b>	<b>\$2,361,682</b>	<b>\$1,987,307</b>	<b>\$2,328,483</b>	<b>-1.41%</b>

<b>Funding Source</b>					
Program Revenues	682,516	837,716	350,354	-	-100.00%
Transportation Development Measure A	468,909	777,044	999,662	1,373,012	76.70%
Gas Tax	517	7,000	137,000	-	-100.00%
Traffic Congestion Relief	-	-	-	-	0.00%
Light Rail	44,809	40,000	76,500	65,072	62.68%
Transit	85,562	100,000	95,000	115,020	15.02%
Drainage Capital	196,703	126,500	176,500	171,454	35.54%
Redevelopment Capital Proj.	23,760	131,200	34,000	152,753	16.43%
Tree Mitigation	-	28,000	28,000	28,000	0.00%
Utilities	47,145	-	-	186,234	0.00%
General Fund	570,355	(222,129)	90,291	(2,443)	-98.90%
Other Inter-Fund Transfers	-	-	-	15,381	0.00%
<b>Total</b>	<b>2,120,277</b>	<b>2,361,682</b>	<b>1,987,307</b>	<b>2,328,483</b>	<b>-1.41%</b>

**Department Expenditure by Category**



**Department Funding Sources**

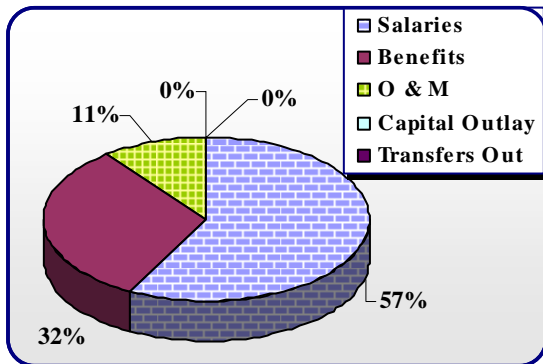


### Budget Summary of Fleet Management

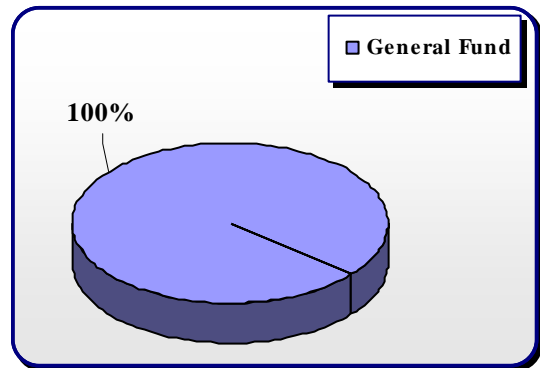
Expenditure	Actual FY 2009-10	Budget FY 2010-11	Projected FY 2010-11	Approved FY 2011-12	Change From 10-11 Budget
Salaries	\$659,242	\$456,383	\$730,136	\$630,081	38.06%
Benefits	\$364,273	\$300,470	\$398,401	\$345,162	14.87%
Operation & Maintenance	\$134,171	\$111,329	\$154,167	\$115,498	3.74%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$1,157,685</b>	<b>\$868,182</b>	<b>\$1,282,703</b>	<b>\$1,090,741</b>	<b>25.64%</b>

Funding Source	Actual FY 2009-10	Budget FY 2010-11	Projected FY 2010-11	Approved FY 2011-12	Change From 10-11 Budget
Utilities	\$144,870	\$0	\$0	\$0	0.00%
General Fund	\$1,012,815	\$868,182	\$1,282,703	\$1,090,741	25.64%
<b>Total</b>	<b>\$1,157,685</b>	<b>\$868,182</b>	<b>\$1,282,703</b>	<b>\$1,090,741</b>	<b>25.64%</b>

Department Expenditure by Category



Department Funding Sources

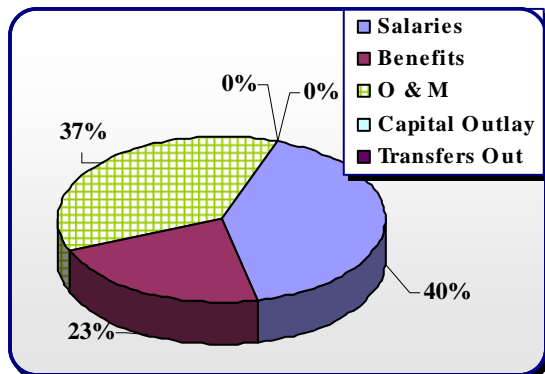


### Budget Summary of Signals, Traffic and Streets Maintenance

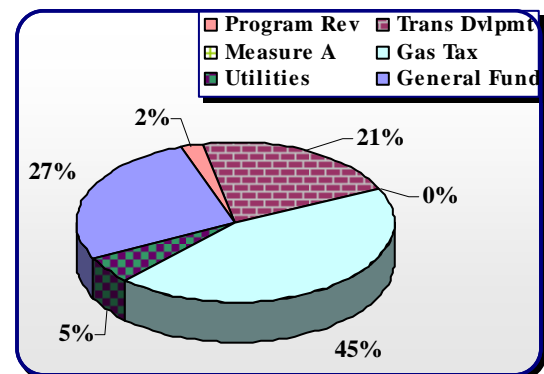
Expenditure	Actual FY 2009-10	Budget FY 2010-11	Projected FY 2010-11	Approved FY 2011-12	Change From 10-11 Budget
Salaries	\$1,353,299	\$1,298,071	\$1,340,688	\$1,415,426	9.04%
Benefits	\$765,019	\$833,998	\$859,800	\$781,468	-6.30%
Operation & Maintenance	\$976,989	\$1,395,178	\$1,007,438	\$1,271,596	-8.86%
Capital Outlay	\$14,736	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$3,110,043</b>	<b>\$3,527,247</b>	<b>\$3,207,926</b>	<b>\$3,468,491</b>	<b>-1.67%</b>

Funding Source	Actual FY 2009-10	Budget FY 2010-11	Projected FY 2010-11	Approved FY 2011-12	Change From 10-11 Budget
Program Revenues	35,780	75,000	93,412	80,000	6.67%
Transportation Development Measure A	132,294	748,819	58,846	730,599	-2.43%
Gas Tax	-	-	666,675	-	0.00%
Traffic Congestion Relief	1,636,566	1,282,350	1,063,000	1,531,000	19.39%
Light Rail	932,625	-	420,000	-	0.00%
Transit	-	-	-	17,500	0.00%
Drainage Capital	-	-	-	-	0.00%
Redevelopment Capital Proj.	-	-	-	-	0.00%
Tree Mitigation	17,058	-	-	-	0.00%
Utilities	-	175,000	-	175,000	0.00%
General Fund	355,720	1,246,078	905,993	934,392	-25.01%
Other Inter-Fund Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>3,110,043</b>	<b>3,527,247</b>	<b>3,207,926</b>	<b>3,468,491</b>	<b>-1.67%</b>

Department Expenditure by Category



Department Funding Sources

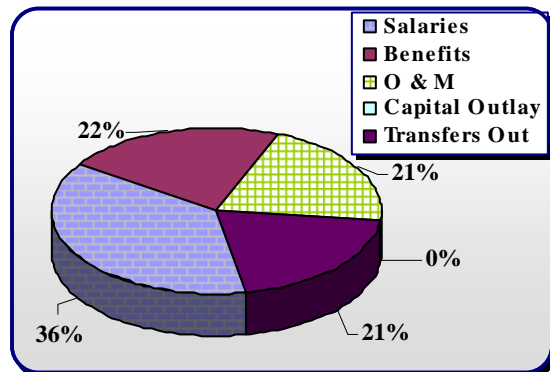


### Budget Summary of Transit

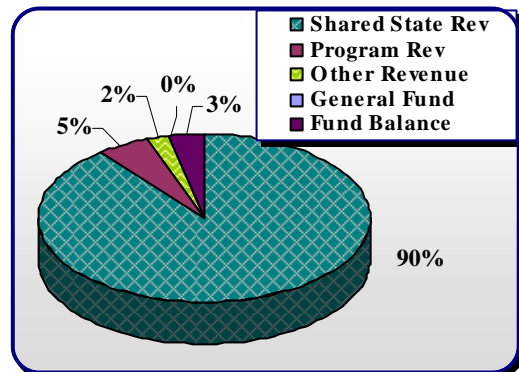
<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$707,360	\$729,278	\$646,219	\$674,844	-7.46%
Benefits	\$442,654	\$475,451	\$441,768	\$392,057	-17.54%
Operation & Maintenance	\$371,061	\$343,397	\$416,593	\$373,647	8.81%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$565,932	\$484,693	\$464,406	\$371,809	-23.29%
<b>Total</b>	<b>\$2,087,007</b>	<b>\$2,032,819</b>	<b>\$1,968,987</b>	<b>\$1,812,357</b>	<b>-10.85%</b>

<b>Funding Source</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Shared State Revenue	\$1,670,769	\$987,000	\$1,677,964	\$1,734,939	75.78%
Program Revenue	\$116,773	\$122,000	\$107,064	\$98,000	-19.67%
Other Revenue	\$70,476	\$0	\$53,528	\$45,000	0.00%
General Fund	\$24,594	\$100,000	\$100,000	\$0	0.00%
Fund Balance	\$204,395	\$823,819	\$30,430	(\$65,582)	-107.96%
<b>Total</b>	<b>\$2,087,007</b>	<b>\$2,032,819</b>	<b>\$1,968,987</b>	<b>\$1,812,357</b>	<b>-10.85%</b>

### Department Expenditure by Category



### Department Funding Sources



## **Program Information**

### **Administration / Engineering** **\$2,328,483**

The Administration and Engineering Division of the Public Works Department includes design and management of capital improvement projects; traffic engineering and staff support to the Traffic Safety Committee; transportation engineering including participation in regional planning efforts; storm drain and storm water quality management; fiscal, and administration and clerical staff support for the Public Works Department.

### **Fleet Management** **\$1,090,741**

Fleet Management is responsible for the procurement, maintenance, repair and disposal of City-owned vehicles and equipment. The division is also responsible for managing the City's fuel system and fuel site. Fleet Management also provides welding/fabrication services for the Solid Waste Division of the Utilities Department.

### **Street and Traffic Maintenance** **\$3,468,491**

The Street Maintenance Division is responsible for maintenance of the City's roadways, bridges, storm drainage systems and sidewalk infrastructure. This division is also responsible for compliance with current NPDES regulations, including street sweeping. In addition, maintenance of creeks and City-owned street trees, and weed abatement are the responsibility of the Street Division.

The Traffic Maintenance Division is responsible for the operation and maintenance of traffic signals and City-owned street lights within the City limits. In addition, the Traffic Division maintains traffic signs and pavement markings throughout the City, assures GIS and database tracking of all related assets, facilitates fiber optic interconnects in the City, and installs and monitors traffic flow and related equipment.

### **Transit** **\$1,812,357**

The Transit Division provides public transportation within the City of Folsom. These services include a fixed-route service, a Dial-A-Ride service for the elderly and disabled residents, and a shuttle service supporting Regional Transit's Light Rail system and major Folsom employment centers.

## **FY 2010–11 Accomplishments**

### **Administration / Engineering**

- Continued to coordinate with Department of the Army on the Folsom Lake Crossing to finalize environmental mitigation measures and closeout the project
- Completed annual overlay and street sealing roadway maintenance projects consistent with the City's Pavement Management Plan
- Initiated bid process for the Citywide Pavement Repair and ADA Improvement project which is funded through the American Recovery and Reinvestment Act of 2009

- Obtained Caltrans and Folsom Historic Preservation League concurrence for the Orangevale Bridge Rehabilitation Project and submitted request to Caltrans for construction funding
- Continued the storm drain system mapping citywide for all conduits and structures
- Continued to address resident traffic safety concerns
- Developed and implemented the annual expenditure plan for original and New Measure A funds.
- Continued to participate in the Capital Southeast Connector Road JPA to initiate the Project Level Environmental Impact Report and to assure consistency with the Sphere of Influence Land Use Policies
- Continued to participate in the 50 Corridor Mobility Partnership
- Completed construction of new traffic signal for Broadstone Parkway/Cavitt Drive intersection.
- Completed annual city-wide Street Striping Project
- Retrofitted handicap ramps that were non-compliant with ADA at various locations throughout the City per priorities identified in the Pedestrian Master Plan and using new standard details.
- Continued to perform traffic counts to determine shift in traffic patterns associated with the completion of Folsom Lake Crossing
- Performed traffic signal candidate priority ranking for the southwestern area of Folsom (south of Blue Ravine Road, west of East Bidwell Street)
- Updated radar speed surveys for posted speed limits
- Completed work with Sacramento MS4 Permittees to collectively develop and submit to the Regional Water Quality Control Board for reviews and approval a Hydro-modification Management Plan for the Sacramento Area
- Developed and implemented strategies to meet the provisions of the new Water Quality Control Board Construction General Permit
- Initiated bid process for Folsom/Blue Ravine intersection improvements

### **Fleet Management**

- Completed the implementation of diesel retrofit for all mandated heavy duty trucks
- Achieved satisfactory rating for annual inspection of the Solid Waste Vehicles (with no recommendations)
- Continued to meet mandated program responsibilities despite clerical/administrative staff adjustments
- Completed vehicle auctions with proceeds benefitting Enterprise and General Funds.
- Assisted legal staff with ongoing issues with Transit Division buses
- Implemented customer service program supporting departmental staff with fleet pool vehicles

### **Street Maintenance**

- Cleaned 98,900 linear feet of storm drain pipe
- Provided temporary repair of 100% of potholes reported within 24 hours of notification
- Repaired approximately 445 square feet of concrete sidewalks
- Patch-paved approximately 226 tons (equal to approximately 18,560 square feet) of permanent hot mix asphalt
- Continued to provide emergency response for the after-hours call-out program 365 days a year
- Continued to work to complete the annual re-inspection program to update the streets database (GBA) by inspecting one-tenth of City's roadways each year

**Traffic Maintenance**

- Activated new or modified one signalized intersections
- Performed semiannual signal inspections within a 30-day window
- Continued GPS data collection of traffic control devices
- Continued to provide traffic sign maintenance and repair services, street light repair, and Underground Service Alert (USA) markings in a timely fashion

**Transit**

- Further adjusted and reduced the system service hours to accommodate changing demands and a regional decline in funding
- Accommodated the Folsom Lake College increase in student ridership with scheduling modifications
- Accommodated Vista Del Lago student ridership with scheduling modifications
- Reduced and modified the fixed route to accommodate the Folsom Prison non-uniform shifts with commute transit service
- Established and implemented a more sustainable farebox recovery mechanism through partnership with SACOG and Sacramento Regional Transit District
- Further reduced the Dial-A-Ride program costs by encouraging ridership on the fixed route by elderly and disabled customers

**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Respond to and perform temporary repair on all pothole requests within two working days of notification at least 95% of the time	100%	95%	95%

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Respond to all flooding requests within two hours of notification at least 90% of the time	90%	90%	90%

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Respond to all after-hour emergency requests within one hour after notification at least 90% of the time	90%	90%	90%



**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Respond to Transit Customer concerns/ comments within one working day at least 95% of the time	95%	95%	95%

**Customer Service Performance Indicator 5:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Respond to Traffic-related service requests within two working days	90%	85%	80%

**Customer Service Performance Indicator 6:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Respond to Community Development Department requests for developer project engineering reviews within 20 calendar days at least 80% of the time	100%	90%	90%

**FY 2011–12 Statistics / Workload Measures**

**Engineering/Administration**

Statistics / Workload Measure	Actual 2009-10	Projected 2010-11	Budget 2011-12
Number of Contracts/Amendments/POs processed	70	70	70
Number of new development projects reviewed	15	10	15
Number of traffic-related customer service requests received	145	160	160
Number of active construction sites requiring stormwater inspections	81	55	50
Number of hours of interdepartmental support for Economic Development	53	53	20
Annual Budget of Capital Improvement Projects managed	34,589,332	32,701,979	33,000,000

**Fleet**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Number of work orders completed	3,988	4,744	4,250
Number of vehicles repaired	3,207	4,080	3,550
Annual productive hours—all mechanics	7,700	9,940	10,750
Number of scheduled services	1,571	2,125	2,125

**Street Maintenance**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Public Works operations work orders processed	3,606	3,256	3,200
Street maintenance work orders processed	1,093	875	875
Pavements work orders processed	160	200	200
Sidewalk work orders processed	8	20	45
Stream bed work orders processed	16	25	35
Trees/vegetation work orders processed	36	35	30
Special events work orders processed	7	10	20
Storm drain maintenance work orders processed	81	75	100
Corp Yard maintenance work orders processed	121	130	170
Bridge maintenance work orders processed	12	15	20
Work orders for other departments	64	70	70

**Traffic Maintenance**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
GPS/GIS Data Collection # of structures	1,760	1,760	1,760
Traffic Signal Inspections	182	190	190
Traffic Signal Repairs (non-accident related)	334	340	340
Traffic Signal Repairs (accident related)	10	12	12
Repaired streetlights	197	200	200
Signs replaced	150	150	150
New sign installations	140	140	140
Paint for striping (gallons)	50	50	50

**Transit**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-10</b>	<b>Projected 2010-11</b>	<b>Budget 2011-12</b>
Fixed route ridership	53,393	72,000	72,000
Dial-A-Ride Ridership	9,487	5,800	5,800

## **Key Issues**

### **Administration / Engineering**

- Continue to coordinate with the US Army Corps of Engineers on the Folsom Lake Crossing to finalize environmental mitigation measures, secure funding and closeout the project
- Obtain Federal Highway Bridge Program funding for the construction of the Orangevale Bridge Rehabilitation Project
- Continue to provide oversight for capital projects within the Historic District
- Continue to participate in the 50 Corridor Mobility Partnership
- Continue to coordinate City's Transportation Plan improvements with regional plans (MTP, MTIP, Blueprint)
- Continue to aggressively pursue regional funding for City Transportation Projects
- Continue to participate in regional Joint Powers Authorities to ensure City's Transportation Plan is not adversely impacted
- Continue to work with other jurisdictions on development plans that impact the City's current and future roadway network
- Continue to make progress towards updating the storm drain mapping and database system
- Continue the street overlay and seal coat program consistent with the Pavement Management Plan
- Continue to assist with infrastructure master planning for the Sphere of Influence (SOI)
- Complete construction of Folsom/Blue Ravine intersection improvements
- Continue to identify and address traffic noise impacted areas
- Continue to implement the ADA Transition Plan
- Continue to work with Sacramento MS4 Permittees to collectively work with the Regional Water Quality Control Board to adopt a Hydro-modification Management Plan for the Sacramento Area
- Continue to develop strategies to implement the provisions of the 2008 – 2013 NPDES stormwater permit
- Amend development standards to incorporate Low Impact Development and Hydro-modification to ensure compliance with new stormwater quality requirements
- Develop and Implement Programs for New Measure A funding including:
  - Traffic Control and Safety
  - Safety, Streetscape, Pedestrian and Bicycle Facilities
  - Street and Road Maintenance

### **Fleet Management**

- Continue to coordinate with departments to further improve our customer service response
- Continue to develop strategies to cover the needs of departments on holidays and weekends
- Continue to provide quality repair and maintenance with excellent turn-around time
- Develop planning mechanism to replace an aging fleet
- Further develop the tracking of work orders and jobs for statistical and budget planning

### **Street Maintenance**

- Identify resources necessary to help meet NPDES requirements, including street sweeping, storm drain inspection and maintenance, and detention pond maintenance
- Continue to maximize cost recovery to minimize General Fund costs by performing street repair work for the Utilities Department

**Traffic Maintenance**

- Continue to implement the City's pavement marking program
- Continue a scaled down version of the signal system upgrade program citywide
- Continue to identify and replace high priority street signs as needed

**Transit**

- Continue to redefine and reduce the Fixed Route and Dial-A-Ride systems to accommodate the reduced statewide revenue and thus City of Folsom, Transit Development Act revenue
- Market and actively pursue the disabled and elderly community with transit opportunities
- Work with social service agencies to create creative fare ideas to stimulate ridership
- Coordinate with SACOG and regional partners to implement the Smart Card program
- Update the Transit Fleet Replacement Plan
- Continue to coordinate with the Sacramento Regional Transit District regarding the operation of the Light Rail Gold Line

**Future Key Issues****Administration / Engineering**

- Coordinate major transportation infrastructure improvements with long-term SOI planning and development efforts (Oak Ave Pkwy/US 50 Interchange, East Bidwell/US 50 Interchange modifications, etc.)
- Complete Construction of the Folsom Lake Crossing Phase II, Easterly Approach: Green Valley Road Widening
- Continue to secure regional funding for City transportation projects through State and Federal sources
- Continue to participate in Capital Southeast Connector Joint Powers Authority to ensure consistency with Folsom's Sphere of Influence Land Use Plans
- Continue to participate in the Highway 50 Corridor Mobility Partnership
- Continue to work with other agencies on developments that impact the City, including quarries, large-scale planned communities, regional transportation projects, etc.
- Update the City's Transportation Plan and coordinate projects with SACOG
- Complete the ADA Transition Plan
- Fully implement Intelligent Transportation System Master Plan
- Develop and implement a Stormwater Fee Program
- Work with Sacramento MS4 Permittees to collectively develop and submit to the Regional Water Quality Control Board a report of waste discharge (ROWD) to renew the Sacramento Area MS4 permit
- Continue development of a city wide drainage master plan
- Continue implementation of the Redevelopment Area Drainage Improvements Master Plan recommendations
- Initiate the Rainbow Bridge HBRR Project

**Fleet Management**

- Implement aging fleet replacement plan citywide.

**Street Maintenance**

- Continue to evaluate and modify the street maintenance delivery plan to accommodate the ongoing changes with the City's current budget constraints to provide necessary maintenance and upgrades for the City's infrastructure
- Continue to work on cost recovery to the General Fund by tracking costs and billing when applicable

**Traffic Maintenance**

- In the future, the Traffic Division will implement a program to enhance its efforts to paint and do other cosmetic maintenance to the City's traffic signals.
- In addition, there will be continuing challenges to insure that integration and maintenance issues associated with Light Rail are addressed.
- Traffic flow will continue to increase, requiring continuation of upgrades and modifications to the traffic signal system.
- As more resources become available for maintenance services by contract, the Division may increase activity in the street signage arena.

**Transit**

- Replace the aging Fleet of Dial A Ride vehicles and fixed route buses
- Continue to modify and retool the fixed route and Dial A Ride to meet community needs.

**Position Information**

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Administration</b>					
Public Works Director	1.00	1.00	1.00	1.00	0.50
Administrative Assistant	2.00	2.00	2.00	2.00	1.00
Assistant Public Works Director	1.00	-	-	-	-
Associate Civil Engineer	2.00	2.00	2.00	2.00	2.00
Assistant Civil Engineer	-	-	-	-	1.00
Capital Project Manager	1.00	1.00	1.00	1.00	-
Construction Inspector I/II	2.00	2.00	2.00	2.00	2.00
Engineering Technician I/II	1.00	1.00	1.00	1.00	1.00
Office Assistant I/II - PPT	0.60	0.60	-	-	-
PW/Utilities Section Manager	-	-	-	-	2.00
Safety Officer	-	-	-	-	1.00
Senior Civil Engineer	3.00	3.00	3.00	2.00	-
Senior Management Analyst	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>14.60</b>	<b>13.60</b>	<b>13.00</b>	<b>12.00</b>	<b>11.50</b>

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Fleet Management</b>					
Administrative Assistant	-	-	-	-	0.50
Combination Welder	1.00	1.00	1.00	-	-
Fleet Administrative Officer	-	1.00	-	-	-
Fleet Maintenance Supervisor	1.00	-	-	-	-
Fleet Manager	1.00	1.00	1.00	-	-
Inventory Clerk	1.00	1.00	1.00	1.00	1.00
Mechanic - PPT	-	-	-	0.75	-
Mechanic	-	-	-	-	1.00
Mechanic II	8.00	7.00	7.00	6.00	6.00
Senior Equipment Mechanic	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>13.00</b>	<b>12.00</b>	<b>11.00</b>	<b>8.75</b>	<b>9.50</b>
<b>Streets</b>					
Maintenance Specialist	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I/II	9.00	9.00	6.00	5.00	5.00
Office Assistant I/II	1.00	1.00	1.00	1.00	1.00
Senior Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Streets Operations Manager	1.00	1.00	1.00	1.00	1.00
Streets Operations Supervisor	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>15.00</b>	<b>15.00</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Traffic Maintenance</b>					
Maintenance Specialist	3.00	3.00	3.00	3.00	3.00
Maintenance Worker I/II	1.00	1.00	-	-	-
Senior Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Senior Traffic Control & Lighting Technician	1.00	1.00	1.00	1.00	1.00
Traffic Control & Lighting Supervisor	1.00	1.00	1.00	1.00	1.00
Traffic Control & Lighting Technician I/II	4.00	3.00	3.00	3.00	3.00
Traffic Control Device Technician	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>12.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Transit</b>					
Office Assistant I/II	1.00	1.00	1.00	1.00	1.50
Office Assistant I/II - PPT	0.50	0.50	-	-	-
PW/Utilities Section Manager	-	-	-	-	1.00
Safety Officer	-	-	-	0.50	-
Transit Bus Driver - PPT (10 @ 80%)	8.00	8.00	8.00	8.00	8.00
Transit Bus Driver - PPT (7 @ 80%)	5.60	5.60	-	-	-
Transit Chief	1.00	1.00	1.00	1.00	-
Transit Coordinator	1.00	1.00	1.00	0.50	1.00
Transit Scheduler	1.00	1.00	1.00	1.00	1.00
Transit Trainer	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>19.10</b>	<b>19.10</b>	<b>13.00</b>	<b>13.00</b>	<b>13.50</b>
<b>Total</b>	<b>73.70</b>	<b>70.70</b>	<b>59.00</b>	<b>54.75</b>	<b>55.50</b>

**Major Contracts** (over \$25,000)

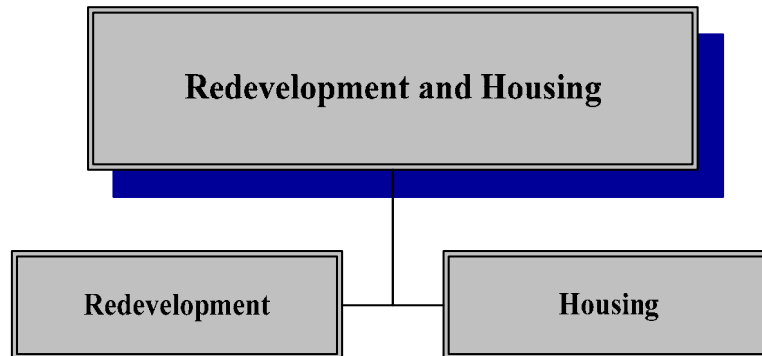
Light Rail Operations & Maint	\$971,400
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**New or Replacement Vehicles**

None
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## *Redevelopment and Housing*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Impacts
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Workload Measures
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

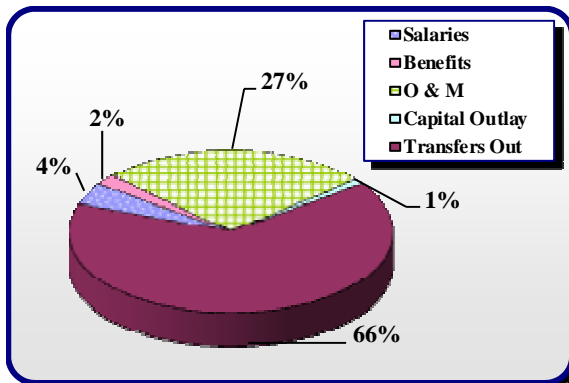
**Mission Statement**

The Mission of the Redevelopment and Housing Department is to foster a climate that generates economic and social vitality and to ensure there is a diverse mix of housing for all income levels to support a high quality of life for the entire community.

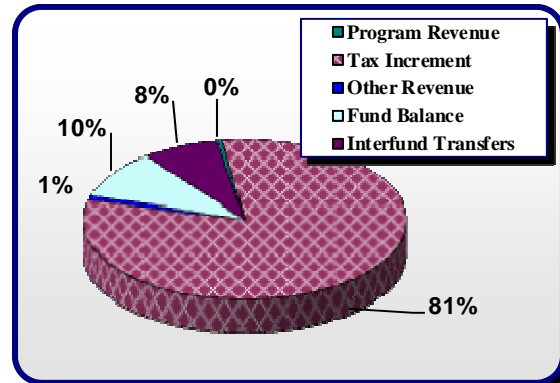
**Budget Summary**

	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Approved</u>	<u>Change From</u>
	<u>FY 2009-10</u>	<u>FY 2010-11</u>	<u>FY 2010-11</u>	<u>FY 2011-12</u>	<u>10-11 Budget</u>
<b>Expenditure</b>					
Salaries	\$552,392	\$518,616	\$530,264	\$406,344	-21.65%
Benefits	\$289,944	\$274,731	\$295,107	\$202,993	-26.11%
Operation & Maintenance	\$4,564,161	\$5,074,065	\$2,609,593	\$2,589,628	-48.96%
Capital Outlay	\$0	\$330,000	\$330,000	\$95,000	0.00%
Transfers Out	\$3,595,499	\$3,399,128	\$4,399,128	\$6,260,657	84.18%
<b>Total</b>	<b>\$9,001,996</b>	<b>\$9,596,540</b>	<b>\$8,164,091</b>	<b>\$9,554,622</b>	<b>-0.44%</b>
<b>Funding Source</b>					
Program Revenue	\$8,816	\$8,816	\$50,014	\$50,000	467.17%
Tax Increment	\$7,405,383	\$7,405,383	\$7,629,550	\$7,745,000	4.59%
Other Revenue	\$1,649,806	\$1,649,806	\$140,000	\$95,000	-94.24%
Fund Balance	\$0	\$0	(\$193,923)	\$932,337	0.00%
Interfund Transfers	\$0	\$0	\$538,451	\$732,285	0.00%
<b>Total</b>	<b>\$9,064,005</b>	<b>\$9,064,005</b>	<b>\$8,164,091</b>	<b>\$9,554,622</b>	<b>5.41%</b>
Full-Time Positions	5.50	5.50	5.50	5.00	-9.09%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

**Redevelopment & Housing**

**\$9,554,622**

The Folsom Redevelopment Agency is responsible for implementing a number of programs developed to assist in the elimination of blighting influences within the project area. Programs include providing funding assistance in the form of grants and loans to encourage economic development and commercial revitalization and for the improvement of public infrastructure within the project area. The second primary goal of the Redevelopment Agency is to provide a mechanism to plan and monitor affordable housing activity within the project area and the entire City.

**FY 2011–12 Impacts**

- Possible California State Government action to abolish redevelopment agencies

**FY 2010–11 Accomplishments**

**Redevelopment & Housing**

- Completion of Streetscape project
- Approval of 22 Facade Improvements on Sutter Street
- Award of Public Plaza construction contract
- Execution of Historic Folsom DDA
- Execution of Parkshore Plaza Memorandum of Understanding (MOU)
- Seniors Helping Seniors Program responded to over 200 service calls

**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Approve 4 Facade Grants per Year	100%	100%	100%

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Process Invoices within five working days	100%	100%	100%

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Respond to Seniors Helping Seniors request for service within 24 hours	100%	90%	100%

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Return phone calls within 24 hours	100%	100%	100%

**Customer Service Performance Indicator 5:**

Performance Indicator	Actual 2009-10	Projected 2010-11	Budget 2011-12
Approve 30 home rehab loans and grants	100%	100%	100%

**FY 2011–12 Statistics / Workload Measures**

Workload Measure	Actual 2009-10	Projected 2010-11	Budget 2011-12
Number of Housing Grants	45	25	200
Number of Housing Loans	4	0	0
Number of Commercial Loans	1	3	5
Number of Façade Grants	4	5	22
Number of Seniors Helping Seniors Requests for Service	600	400	200

**Key Issues**

**Redevelopment & Housing**

- On-going management of the Historic District Revitalization Program
- Completion of the Public Plaza project on time and budget
- Implementation of upgrades at Southern Pacific Train Depot
- Development of the Sibley Street affordable housing project
- Compliance monitoring of affordable for-sale and rental units

**Future Key Issues**

**Redevelopment & Housing**

- Riley Street Circulation Improvements
- Buildout of the private portion of the Railroad Block
- Development of Sibley Street Housing Project
- Planning for the reuse of the Corporation Yard site
- Planning for the reuse of the Wye Property

**Position Information**

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
Redevelopment and Housing Director	1.00	1.00	1.00	0.50	-
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Associate Civil Engineer	0.50	0.50	0.50	1.00	1.00
Associate Planner	-	-	-	-	0.50
Building Trades Worker	-	1.00	1.00	1.00	1.00
Construction Inspector I/II	-	1.00	-	-	-
Housing Manager	1.00	-	-	-	-
Marketing and Graphics Coordinator	-	-	-	-	0.50
Principal Engineer	-	1.00	1.00	1.00	-
Principal Planner	1.00	1.00	1.00	1.00	-
Residential Programs Specialist	1.00	1.00	-	-	-
Senior Planner	-	-	-	-	1.00
<b>Total</b>	<b>5.50</b>	<b>7.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.00</b>

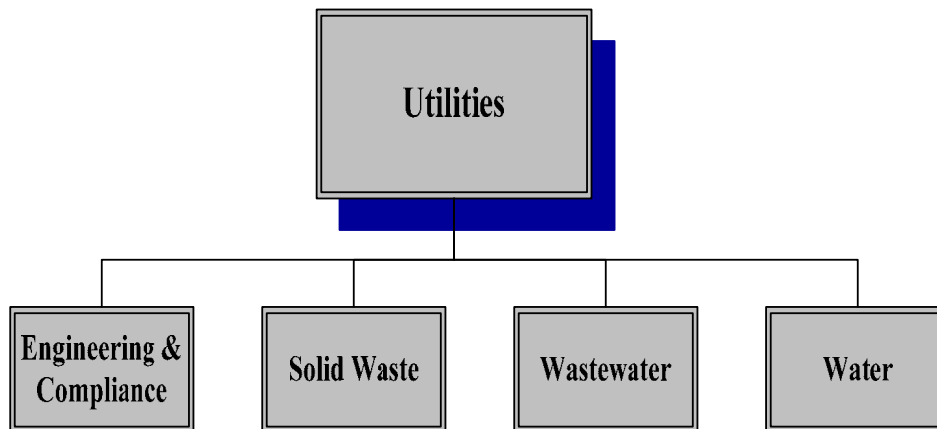
**Major Contracts** (over \$25,000)

Building Maintenance (parking structure)	\$30,000
Owner Participation Agreements	\$460,000

**New or Replacement Vehicles**

None
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## *Utilities*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Accomplishments
- ▶ Customer Service Levels
- ▶ Statistics / Workload Measures
- ▶ Position Information
- ▶ Major Contracts
- ▶ New and Replacement Vehicles

(Due to Enterprise Funding, Wastewater, Solid Waste and Water are separated into individual sections.)

**Mission Statement**

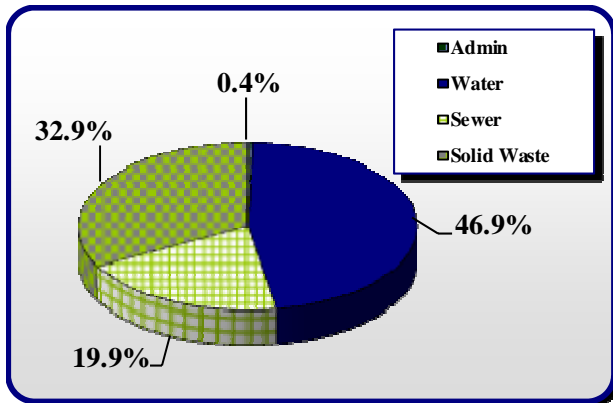
The mission of the Utilities Department is to manage the City's resources in order to protect and enhance the community's health, safety and welfare; to provide effective and reliable service to City residents and businesses; and to provide support services to City departments.

**Budget Summary** (All Funding Sources)

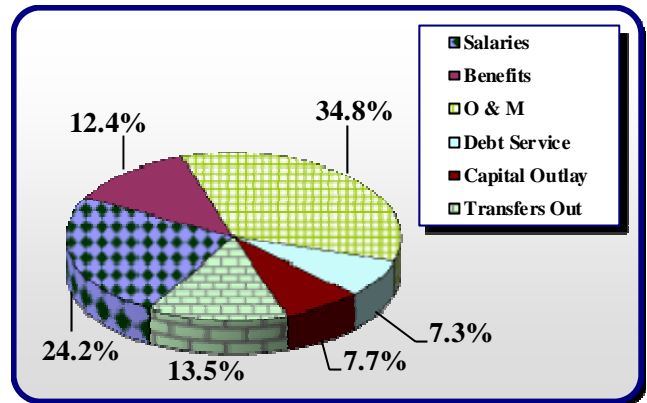
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Approved</b>	<b>Change From</b>
<b>Expenditure</b>	<b><u>FY 2009-10</u></b>	<b><u>FY 2010-11</u></b>	<b><u>FY 2010-11</u></b>	<b><u>FY 2011-12</u></b>	<b><u>10-11 Budget</u></b>
Salaries	\$6,281,241	\$6,300,351	\$6,226,296	\$6,789,580	7.77%
Benefits	\$3,845,201	\$3,704,928	\$3,784,787	\$3,486,451	-5.90%
Operation & Maintenance	\$11,624,417	\$10,332,016	\$9,500,815	\$9,731,886	-5.81%
Debt Service	\$2,052,486	\$2,084,229	\$2,084,229	\$2,050,354	-1.63%
Capital Outlay	\$2,474,841	\$2,950,000	\$3,713,487	\$2,168,081	-26.51%
Transfers Out	\$9,603,245	\$3,955,785	\$4,147,360	\$3,794,305	-4.08%
<b>Total</b>	<b><u>\$35,881,430</u></b>	<b><u>\$29,327,309</u></b>	<b><u>\$29,456,974</u></b>	<b><u>\$28,020,657</u></b>	<b><u>-4.46%</u></b>
Utilities Administration	\$415,025	\$214,989	\$82,412	\$99,141	-53.89%
Water	\$21,307,288	\$14,028,392	\$14,386,103	\$13,146,329	-6.29%
Wastewater	\$4,964,402	\$5,950,622	\$6,149,755	\$5,570,090	-6.39%
Solid Waste	\$9,194,715	\$9,133,306	\$8,838,704	\$9,205,096	0.79%
<b>Total</b>	<b><u>\$35,881,430</u></b>	<b><u>\$29,327,309</u></b>	<b><u>\$29,456,974</u></b>	<b><u>\$28,020,657</u></b>	<b><u>-4.46%</u></b>
<b>Funding Source</b>					
Water Revenues	\$12,237,774	\$12,610,000	\$12,436,888	\$12,373,000	-1.88%
Water Meters	\$70,113	\$30,000	\$22,000	\$30,000	0.00%
Wastewater Revenues	\$5,907,107	\$5,984,200	\$5,946,665	\$5,960,200	-0.40%
Solid Waste Revenues	\$9,891,864	\$9,904,000	\$9,972,005	\$9,988,000	0.85%
Grant Revenues	\$89,456	\$32,500	\$9,049	\$51,500	58.46%
Transfers In	\$4,037,735	\$714,989	\$582,412	\$599,141	-16.20%
Fund Balance	\$5,448,299	\$51,620	\$487,954	(\$981,184)	-2000.78%
<b>Total</b>	<b><u>\$37,682,347</u></b>	<b><u>\$29,327,309</u></b>	<b><u>\$29,456,974</u></b>	<b><u>\$28,020,657</u></b>	<b><u>-4.46%</u></b>
Full-Time Positions	95.00	91.50	91.50	90.00	-1.64%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%



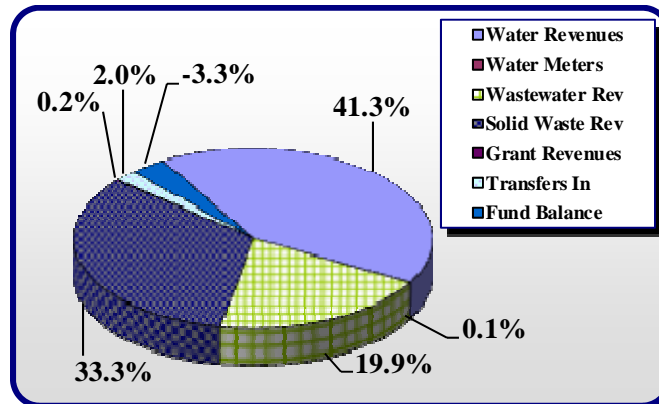
Department by Divisions



Department Expenditure by Category



Department Funding Sources

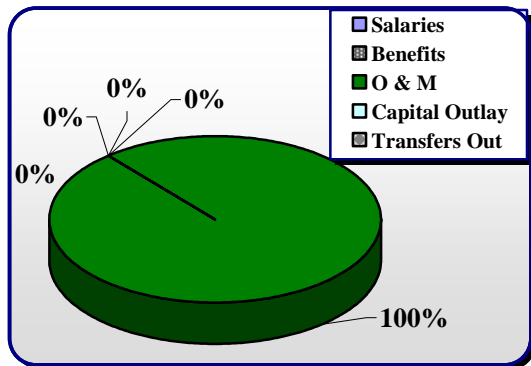


**Budget Summary of Engineering and Compliance\***

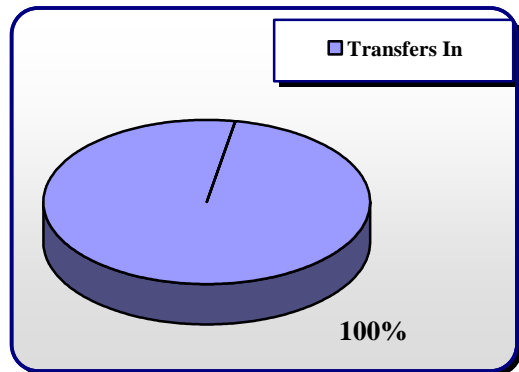
<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$138,116	\$57,902	\$50,494	\$0	-100.00%
Benefits	\$200,578	\$16,146	\$7,039	\$0	-100.00%
Operation & Maintenance	\$76,331	\$140,941	\$24,880	\$99,141	-29.66%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$415,025</b>	<b>\$214,989</b>	<b>\$82,412</b>	<b>\$99,141</b>	<b>-53.89%</b>

<b>Funding Source</b>					
Transfers In	\$415,025	\$214,989	\$82,412	\$99,141	-53.89%
Fund Balance	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$415,025</b>	<b>\$214,989</b>	<b>\$82,412</b>	<b>\$99,141</b>	<b>-53.89%</b>

**Department Expenditure by Category**



**Department Funding Sources**



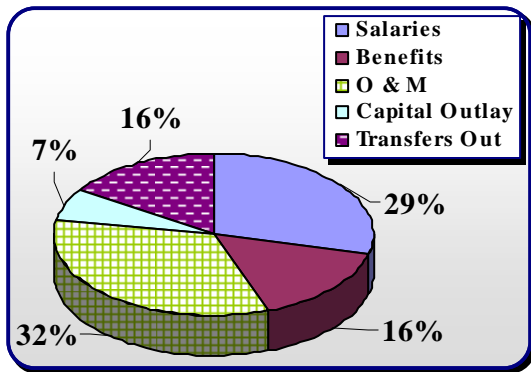
**Budget Summary of Solid Waste**

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$2,420,374	\$2,611,968	\$2,317,107	\$2,726,258	4.38%
Benefits	\$1,414,023	\$1,454,240	\$1,549,887	\$1,322,435	-9.06%
Operation & Maintenance	\$8,435,557	\$5,420,868	\$5,711,218	\$4,898,932	-9.63%
Debt Service	\$2,052,486	\$2,084,229	\$2,084,229	\$2,050,354	-1.63%
Capital Outlay	\$1,899,107	\$800,000	\$875,000	\$500,000	-37.50%
Transfers Out	\$5,085,741	\$1,657,087	\$1,848,662	\$1,648,350	-0.53%
<b>Total</b>	<b>\$21,307,288</b>	<b>\$14,028,392</b>	<b>\$14,386,103</b>	<b>\$13,146,329</b>	<b>-6.29%</b>

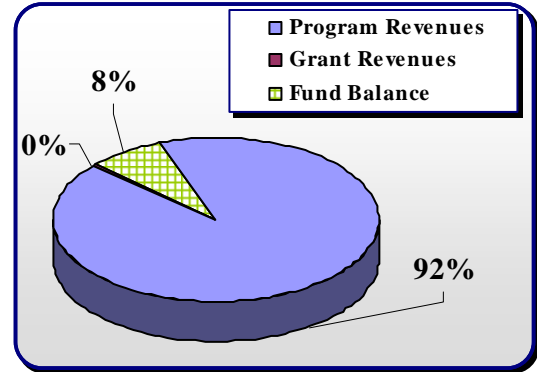
  

<b>Funding Source</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Program Revenues	\$12,237,774	\$12,610,000	\$12,436,888	\$12,373,000	-1.88%
Grants	\$0	\$0	\$0	\$0	0.00%
Fund Balance	\$5,376,691	\$888,392	\$1,427,215	\$243,329	-72.61%
Transfers In	\$3,622,710	\$500,000	\$500,000	\$500,000	0.00%
Water Meters	\$70,113	\$30,000	\$22,000	\$30,000	0.00%
<b>Total</b>	<b>\$21,307,288</b>	<b>\$14,028,392</b>	<b>\$14,386,103</b>	<b>\$13,146,329</b>	<b>-6.29%</b>

**Department Expenditure by Category**



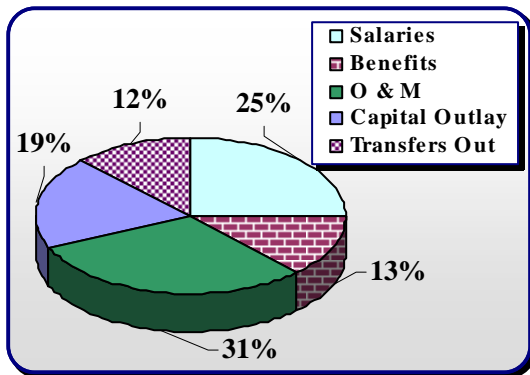
**Department Funding Sources**



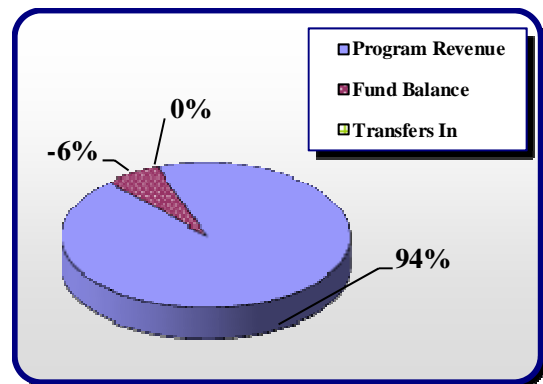
### Budget Summary of Wastewater

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	\$1,220,031	\$1,317,317	\$1,240,519	\$1,391,481	5.63%
Benefits	\$741,659	\$776,291	\$705,617	\$733,549	-5.51%
Operation & Maintenance	\$740,673	\$1,610,957	\$619,075	\$1,687,502	4.75%
Capital Outlay	\$575,734	\$1,500,000	\$2,838,487	\$1,068,081	-28.79%
Transfers Out	\$1,686,304	\$746,057	\$746,057	\$689,477	-7.58%
<b>Total</b>	<b>\$4,964,402</b>	<b>\$5,950,622</b>	<b>\$6,149,755</b>	<b>\$5,570,090</b>	<b>-6.39%</b>
<b>Funding Source</b>					
Program Revenue	\$5,907,107	\$5,984,200	\$5,946,665	\$5,960,200	-0.40%
Fund Balance	\$29,449	(\$33,578)	\$203,090	(\$390,110)	1061.80%
Transfers In	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$5,936,556</b>	<b>\$5,950,622</b>	<b>\$6,149,755</b>	<b>\$5,570,090</b>	<b>-6.39%</b>

### Department Expenditure by Category



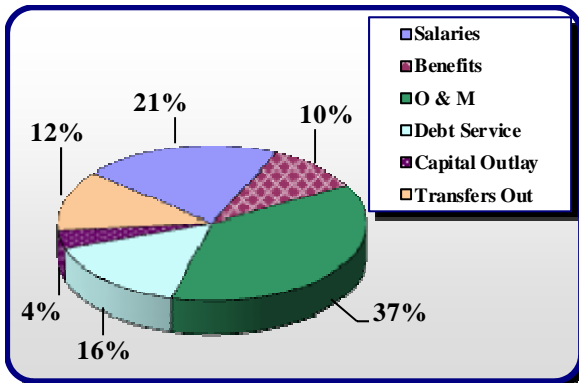
### Department Funding Sources



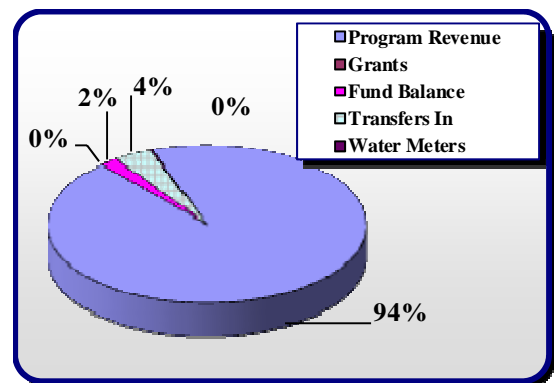
**Budget Summary of Water**

	<u>Actual</u> <u>FY 2009-10</u>	<u>Budget</u> <u>FY 2010-11</u>	<u>Projected</u> <u>FY 2010-11</u>	<u>Approved</u> <u>FY 2011-12</u>	<u>Change From</u> <u>10-11 Budget</u>
<b>Expenditure</b>					
Salaries	\$2,420,374	\$2,611,968	\$2,317,107	\$2,726,258	4.38%
Benefits	\$1,414,023	\$1,454,240	\$1,549,887	\$1,322,435	-9.06%
Operation & Maintenance	\$8,435,557	\$5,420,868	\$5,711,218	\$4,898,932	-9.63%
Debt Service	\$2,052,486	\$2,084,229	\$2,084,229	\$2,050,354	-1.63%
Capital Outlay	\$1,899,107	\$800,000	\$875,000	\$500,000	-37.50%
Transfers Out	\$5,085,741	\$1,657,087	\$1,848,662	\$1,648,350	-0.53%
<b>Total</b>	<u>\$21,307,288</u>	<u>\$14,028,392</u>	<u>\$14,386,103</u>	<u>\$13,146,329</u>	<u>-6.29%</u>
<b>Funding Source</b>					
Program Revenues	\$12,237,774	\$12,610,000	\$12,436,888	\$12,373,000	-1.88%
Grants	\$0	\$0	\$0	\$0	0.00%
Fund Balance	\$5,376,691	\$888,392	\$1,427,215	\$243,329	-72.61%
Transfers In	\$3,622,710	\$500,000	\$500,000	\$500,000	0.00%
Water Meters	\$70,113	\$30,000	\$22,000	\$30,000	0.00%
<b>Total</b>	<u>\$21,307,288</u>	<u>\$14,028,392</u>	<u>\$14,386,103</u>	<u>\$13,146,329</u>	<u>-6.29%</u>

**Department Expenditure by Category**



**Department Funding Sources**



## **Program Information**

### **Engineering and Compliance**

**\$99,141**

The Engineering and Compliance Division oversees the design and management of Capital Improvement Projects; utility operations and maintenance engineering (including staff support to the Utility Commission); utilities engineering for water and wastewater; development impact fee and utility rate oversight; and administration and clerical support staff. The Utilities Director is included in this Department at 50%. Also included in current levels of service are the operating projects managed by the Engineering and Compliance Division.

### **Solid Waste**

**\$9,205,096**

The Solid Waste Division provides collection and disposal of solid waste, recycling, green waste, electronic waste, household hazardous waste (i.e. paint, fluids, and batteries) and bulky items throughout the community of Folsom. The Department of Resources Recycling & Recovery (CalRecycle) monitors the diversion rate for all communities to meet the State goal of 50% recycling including the City's waste stream.

### **Wastewater**

**\$5,566,246**

The Wastewater Division inspects, cleans, repairs, and maintains the 252 miles of pipeline and 11 lift stations in the City of Folsom. The functions of this division support the achievement of the strategic goals.

### **Water**

**\$13,146,329**

Produce and deliver high quality drinking water; ensure water quality is maintained in the distribution system 277 miles of water mains, and to the 19163 service connections, through a combination of backflow prevention, cross-connection control, and monitoring; maintain water treatment, storage, and distribution facilities; ensure standards for construction of new water source, treatment, storage, and distribution facilities are met. The function of this division supports the achievements as outlined in Strategic Goals II, VI.

## **FY 2010–11 Accomplishments**

### **Administration**

- Completed construction of the Basin 6 Flow Diversion Project
- Completed construction of the Lake Forest Pump Station Project
- Completed the 2010 United States Bureau of Reclamation (USBR) Water Management Plan Update.
- Completed the plans and specifications for the El Dorado Irrigation District (EID) Intertie Project.
- Completed construction of the East Tank No. 2 Project
- Completed the installation of the Fixed Network Metering system
- Continued work on System Optimization Review Grant for water conservation
- Continued analysis of water, sewer & solid waste fees and rates

**Solid Waste**

- Assisted with stakeholder process of developing Sutter Street solid waste services improvements.
- Effectively managed budget related citywide staffing/furlough changes. Training of new personnel completed
- Added recycling to mobile home complex
- Performed preliminary planning to comply with AB 32 commercial recycling requirements
- Completed retrofitting refuse collection fleet to meet California Air Resources Board (CARB) air emissions regulations
- Began design of an access road for the Veteran’s Hall and reconstruction of the employee parking lot at the Corporation Yard.

**Wastewater**

- Completed 100% of the Infrastructure Inspections Due
- Completed Construction of Sewer Pump Station No. 2 By-Pass Pumping Project
- Completed Supervisory Control and Data Acquisition (SCADA) Upgrades
- Continue updating standard operating procedures
- Maintained compliance with state-wide waste discharge requirements
- Continued Computerized Maintenance Management System (CMMS) Upgrades

**Water**

- Repaired or replaced 165 leaking water services to maintain system reliability.
- Began the 2010 Urban Water Management Plan Update, which is due August 1, 2011
- Completed the installation of a 24” & 16” mag-meter for the Zone 2/3 Meter Replacement Project.
- Began a two year Water Management Control Program with Water System Optimization, Inc.
- Began preparation of a web-based water consumption program for residential customers.

**FY 2011-2012 Customer Service Levels**

**Customer Service Performance Indicator for Engineering & Compliance:**

Performance Indicator	Actual 2009-2010	Projected 2010-2011	Budget 2011-2012
Percent of projects that remain on schedule for Capital Improvement Projects.	100%	100%	100%

**Customer Service Performance Indicator for Solid Waste:**

Performance Indicator	Actual 2009-2010	Projected 2010-2011	Budget 2011-2012
Percentage of Solid Waste additional services (e.g., extra pickups and returned pickups) provided within one day	97%	97%	97%
Percentage of Neighborhood Cleanup (NCU) service stops completed within 14 days of customer request	57%	45%	45%

Average number of days between customer request and NCU service stop	13	15	15
Review and return 100% of Plan checks (for C & D Program) to Community Development within the 15 day requirement	100%	Complete 100% by June 2011	Complete 100% by June 2012
Perform eight (8) public outreach events to promote recycling activities	14	14	14
HHW program participation by total number of participants	5,257	5,100	4,900

**Customer Service Performance Indicator for Wastewater:**

Performance Indicator	Actual 2009-2010	Projected 2010-2011	Budget 2011-2012
Respond to customer service complaints within 30 minutes of receipt	100%	100%	100%

**Customer Service Performance Indicator for Water:**

Performance Indicator	Actual 2009-2010	Projected 2010-11	Budget 2011-2012
Repair identified meters within 2 weeks	N/A	N/A	90%
Arrive at Water Quality Complaint within 1 hour	100%	100%	100%
Respond to internal & external customer service issues within one hour	90%	90%	90%

**FY 2011–2012 Statistics / Workload Measures**

**Engineering & Compliance**

Statistics / Workload Measure	Actual 2009-2010	Projected 2010-2011	Budget 2011-2012
Number of Capital Projects advertised	4	2	4
Number of Capital Projects under construction	4	3	4
Number of Capital Project designs completed	4	3	6
Number of Capital Project construction complete	4	4	3
Percentage of California Urban Water Conservation Council (CUWCC) BMPs completed	100%	100%	100%
Percentage of GIS/GBA projects input	100%	100%	100%



**Solid Waste (Collections, Recycling and Hazardous Materials)**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-2010</b>	<b>Projected 2010-2011</b>	<b>Budget 2011-2012</b>
Number of neighborhood clean-up (NCU) requests	6,546	6300	6,300
Percentage of NCU service stops completed within 14 days of customer request	57%	45%	45%
Average number of days between customer request and NCU service stop	13	15	15
Number of Solid Waste additional services (e.g. extra pickups and returned pickups)	2,698	2,700	2,700
Percentage of Solid Waste additional services provided within one day	97%	97%	97%
Weekly number of routed residential garbage, recycling and green waste service stops	59,371	60,200	60,900
Solid waste diversion percentage	72%	72%	72%
Household battery collection sites	13	13	13
Hazardous Waste Program participation by total number of participants	5,257	5,100	4,900

**Wastewater**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-2010</b>	<b>Projected 2010-2011</b>	<b>Budget 2011-2012</b>
Number of routine work orders	1133	1100	1000
Number of M/H inspections completed within one year	849	1002	1500
Segments of mainline CCTV inspections completed within one year	1513	1023	1500
Linear feet of mainline cleaned within one year	547,041	208,640	400,000
Gallons of inflow and infiltration reduced per year	20,498,400	10,000,000	10,000,000

**Water (Water Treatment, Water Quality and Utility Maintenance)**

<b>Statistics / Workload Measure</b>	<b>Actual 2009-2010</b>	<b>Projected 2010-2011</b>	<b>Budget 2011-2012</b>
Total Volume of Water Treated, AF	26710	28013	28000
Number of Fire Hydrant flow tests requested by the Fire Department	34	35	50
Number of regulatory required water samples pulled per year	1,509	1,520	1,550
Number of Water Quality customer complaints per year	307	120	120
Number of U.S.A.s per year	425	425	425
Number of new meters installed per year	200	6,500	100

Number of work orders completed per year	778	770	775
Number of shutoff/ons for Finance per month	150	250	250
Number of service leaks repaired per year	160	165	165
Number of main breaks repaired per year	5	5	5
Pull and inspect large pumps, every 10 years	N/A	0	5
Process sludge, dry tons annually	10	142	250
Number of Residential Service Connections	N/A	N/A	17665
Number of Non-Residential Service Connections	N/A	N/A	1602

**Key Issues**

**Administration**

- Continue water and sewer rehabilitation projects
- Continue to meet permit deadlines for water and sewer system permits
- Continue sewer preventative maintenance program
- Continue water supply management plans and projects
- Continue with the System Optimization review grant for water conservation
- Continue two-year water management control program
- Complete the 2010 Urban Water Management Plan Update

**Solid Waste**

- Complete Implementation of Sutter Street refuse collection system which conforms with district improvements
- Potentially begin absorbing impacts of city-wide roll-off franchise collection in 2012
- Maintain Solid Waste staffing and equipment levels for meeting State mandates, residential/business growth and employee contracts
- Rate review to determine cost of service levels for solid waste programs
- Perform rate analysis for potential new services (e.g., food waste recycling) and existing services provided without rates
- Perform public outreach in green waste exempt areas to increase participation levels in those areas
- Review customer service procedures to increase efficiency and provide better service
- Present plan within organization for future HHW facility

**Wastewater**

- Maintain Compliance with State-wide Waste Discharge Requirements
- Continue training & updating standard operating procedures
- Continue CMMS Software and SCADA Upgrades
- Continue proactive system maintenance to maintain system and reduce I/I

**Water**

- Continue with SCADA and online monitoring upgrades at reservoir sites
- Retrofit South Folsom Control Valve to be SCADA controlled
- Continue Air/Vac and Blow off repair program
- Maintain Compliance with Changes in the Lead and Copper Rule reporting requirements

- Complete and submit monitoring results to EPA for Unregulated Contaminants Monitoring Rule 2
- Implement updated solids handling procedures
- Complete new permit from the State of California Department of Public Health for the Water Treatment Plant.
- Complete preparation of uni-directional water distribution system flushing program.

***Future Key Issues***

**Administration**

- Continue water supply management for dry year supply & water supply reliability
- Continue water supply management for SOI
- Continue to implement Capital Improvements Projects per Water and Sewer Master Plans
- Prepared comprehensive Water, Wastewater & Solid Waste rate study
- Continue Water and Sewer Renewal & Rehabilitation Program

**Solid Waste**

- Reevaluate refuse vehicle replacement policy and schedule
- Ensure staffing equipment levels for new services mandated by AB 32 or new service requests, such as food waste recycling
- Plan for replacement facilities resulting from Corporation Yard relocation
- Continue to evaluate route efficiency

**Wastewater**

- Upgrade flow meters for sewer lift stations
- Adjust flow monitoring and basins boundaries based on recent CIP projects

**Water**

- Refine large meter calibration procedures
- Conversion to City-wide metered water rate.
- Complete Water Meter Retrofit Program
- Implement sludge management program for WTP

**Position Information**

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Administration</b>					
Utilities Director	1.00	1.00	1.00	0.50	0.50
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Civil Engineer	2.00	1.00	1.00	1.00	1.00
Assistant Director	2.00	-	-	-	-
Associate Civil Engineer	1.00	1.00	1.00	1.00	1.00
Engineering Technician I/II	1.00	1.00	1.00	1.00	1.00
Marketing and Graphics Coordinator	-	-	-	-	0.50
Office Assistant I/II	1.00	1.00	1.00	-	-
Principal Engineer	-	1.00	1.00	1.00	-
PW/Utilities Section Manager	-	-	-	-	2.00
Senior Civil Engineer	2.00	2.00	2.00	2.00	-
Senior Construction Inspector	-	1.00	-	-	-
Senior Management Analyst	-	1.00	1.00	1.00	1.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00
Water Conservation Specialist	1.00	-	-	-	-
Water Management Coordinator	1.00	1.00	1.00	1.00	1.00
Water Management Specialist	1.00	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>	<b>12.50</b>	<b>12.00</b>
<b>Wastewater</b>					
Engineering Technician I/II	1.00	1.00	1.00	-	-
Maintenance Worker I/II	4.00	2.00	2.00	1.00	1.00
Senior Wastewater Collection Technician	-	2.00	2.00	2.00	2.00
Senior Water/Sewer Service Worker	1.00	-	-	-	-
Utilities Technician	1.00	1.00	1.00	1.00	1.00
Wastewater Collection Supervisor	-	1.00	1.00	1.00	1.00
Wastewater Collection Technician I/II	-	9.00	9.00	10.00	10.00
Water/Sewer Service Supervisor	1.00	-	-	-	-
Water/Sewer Service Worker I/II	8.00	-	-	-	-
<b>Subtotal</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Solid Waste Collections</b>					
Refuse Driver	29.00	27.00	27.00	27.00	27.00
Office Assistant I/II	3.00	3.00	3.00	2.00	2.00
Senior Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00
Solid Waste Manager	1.00	-	-	-	-
Solid Waste Supervisor	1.00	-	-	-	-
<b>Subtotal</b>	<b>37.00</b>	<b>33.00</b>	<b>33.00</b>	<b>32.00</b>	<b>32.00</b>

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Hazardous Materials</b>					
Environmental Specialist Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Specialist II - PPT	0.50	-	-	-	-
Hazardous Materials Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Environmental Specialist	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>3.50</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Recycling</b>					
Environmental Specialist II	1.00	1.00	1.00	0.50	1.00
Environmental Specialist Supervisor	1.00	1.00	1.00	1.00	1.00
Safety Officer	-	-	-	0.50	-
Senior Environmental Specialist	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Water Utility Maintenance</b>					
Maintenance Worker I/II	2.00	3.00	2.00	1.00	1.00
Senior Water Utility Worker - Limited Term	-	1.00	1.00	-	-
Senior Water Utility Worker	-	-	-	1.00	1.00
Senior Water/Sewer Service Worker	1.00	-	-	-	-
Utility Maintenance Supervisor	-	1.00	1.00	1.00	1.00
Water Utility Worker I/II	-	4.00	5.00	6.00	6.00
Water/Sewer Service Supervisor	1.00	-	-	-	-
Water/Sewer Service Worker I/II	5.00	-	-	-	-
<b>Subtotal</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Water Treatment Plant</b>					
Lead Plant Mechanic	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I/II	2.00	1.00	1.00	1.00	1.00
Office Assistant I/II	1.00	1.00	1.00	1.00	1.00
Plant Mechanic	1.00	1.00	1.00	1.00	1.00
Senior Water Treatment Plant Operator	1.00	-	-	-	-
Utilities Manager	1.00	1.00	1.00	1.00	-
Water Management Coordinator	1.00	-	-	-	-
Water Treatment Plant Chief Operator	-	1.00	1.00	1.00	1.00
Water Treatment Plant Operator III	2.00	3.00	3.00	3.00	3.00
Water Treatment Plant Supervisor	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>

Position	FY 2007-08 Approved	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved
<b>Water Quality</b>					
Water Distribution Chief Operator	1.00	1.00	1.00	1.00	1.00
Water Distribution Operator I/II	-	3.00	3.00	3.00	3.00
Water Treatment Plant Operator I/II	3.00	-	-	-	-
Water Quality Technician	1.00	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Water Metering Program</b>					
Maintenance Worker I/II - Limited Term	-	3.00	-	-	-
Meter Supervisor - Limited Term	-	1.00	1.00	-	-
Utility Maintenance Supervisor	-	-	-	1.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>4.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total</b>	<b>100.50</b>	<b>99.00</b>	<b>95.00</b>	<b>91.50</b>	<b>90.00</b>

**Major Contracts** (over \$25,000)      New or Replacement Vehicles

Kiefer Landfill Disposal for Solid Waste	\$950,000
Process & Recycle City's Greenwaste	\$211,500
Dispose or Recycle Hazardous Waste	\$125,598
Sewer flow reduction analysis	\$100,000
Legislative consultant	\$111,425
Ashland annual water purchase	\$400,000
Sludge removal	\$85,000
Water meter calibration	\$80,000
Water Meter Contract-Meter Data Mgmt	\$75,000
Laboratory services	\$70,000
WTP SCADA Maintenance	\$70,000
Water meter Fixed Network	\$60,000
Water Forum Successor Effort	\$40,000
Under water tank inspection / cleaning	\$38,500
Meter Reading	\$20,000

None
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**Risk Management**

## ***Risk Management***

- ▶ Budget Summary
- ▶ Program Information
- ▶ Major Contracts

**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Salaries	-	148,136	142,162	164,175	0.00%
Benefits	\$9,912,132	\$11,652,160	\$11,553,429	\$11,760,705	0.93%
Operation & Maintenance	\$675,105	\$1,013,701	\$1,107,011	\$1,013,456	-0.02%
<b>Total</b>	<b>10,587,237</b>	<b>12,813,997</b>	<b>12,802,602</b>	<b>12,938,336</b>	<b>0.97%</b>

**Type**

Admin	\$0	\$230,127	\$189,941	\$234,692	1.98%
Employee Health	\$6,075,296	\$6,328,250	\$6,211,777	\$6,202,041	-1.99%
Employee Life & Disability	N/A	\$522,224	\$368,000	\$509,618	-2.41%
Employee Dental	\$757,310	\$673,665	\$615,263	\$712,209	5.72%
Employee Vision	\$107,463	\$101,296	\$85,237	\$99,795	-1.48%
Employee Other	\$50,259	\$53,155	\$39,259	\$48,850	-8.10%
Retiree Health	\$1,803,744	\$2,084,836	\$2,051,223	\$2,159,571	3.58%
Retiree Dental	\$124,716	\$203,729	\$187,946	\$243,373	19.46%
Retiree Vision	\$20,622	\$32,849	\$54,901	\$25,600	-22.07%
Workers Comp	\$972,722	\$1,570,164	\$1,742,044	\$1,515,131	-3.50%
Liability	\$675,105	\$1,013,701	\$1,107,011	\$1,013,456	-0.02%
Retiree Ben Trust	\$650,000	\$0	\$150,000	\$174,000	0.00%
	<b>\$11,237,237</b>	<b>\$12,813,997</b>	<b>\$12,802,602</b>	<b>\$12,938,336</b>	<b>0.97%</b>

**Funding Source**

Employee Contribution	N/A	\$447,180	N/A	\$504,642	12.85%
Retiree Contribution	\$189,395	\$178,138	\$203,680	\$212,032	19.03%
Park Planning	45,162	\$20,873	\$41,921	34,528	65.42%
Redevelopment	139,628	\$124,700	\$132,543	\$93,926	-24.68%
Transit	288,554	\$352,466	\$271,849	\$322,573	-8.48%
Utilities	2,131,974	\$2,085,524	\$2,048,647	\$2,037,260	-2.31%
General Fund	9,173,223	\$9,605,116	\$10,103,962	\$9,355,811	-2.60%
Other Inter-Fund Trnsfrs	\$3,502,697	\$0	\$0	\$0	0.00%
Retiree Ben Trust	\$0	\$0	\$0	\$150,000	0.00%
Fund Balance	\$84,420	\$0	\$0	\$227,564	0.00%
<b>Total</b>	<b>\$15,555,053</b>	<b>\$12,813,997</b>	<b>\$12,802,602</b>	<b>\$12,938,336</b>	<b>0.97%</b>

Full-Time Positions *	0.00	0.00	0.00	0.00	0.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

\* 2 Positions are held in Human Resources but allocated to Risk Management

**Program Information****Risk Management****\$12,938,336**

The Risk Management Program is where the City budgets for employee and retiree health, workers comp and liability insurance costs. There are two positions with salaries and benefits associated with this budget and these two positions are in the Human Resources Department. The purpose of this fund is for the reporting of all risk management and financing activities. It serves to identify costs associated



with these programs, helps eliminate variability in operating budgets, gives more focus to these costs and provides for better analysis of costs.

The fund is managed in compliance with generally accepted accounting principals (GAAP) as defined by the Governmental Accounting Standards Board (GASB). Each year the net cost of operating the risk management programs is allocated to all funds and operating departments based on various allocation formulas and factors (i.e., experience, ratings, type of coverage). The costs for each component risk program are tracked separately and an operating surplus or loss is determined for each program. The results of operation are then amortized over four years.

**Major Contracts** (over \$25,000)

Health Net	\$5,769,512
Kaiser	\$2,592,100
Delta Dental	\$955,582
VSP	\$125,395
NCCSIF	\$2,528,587
Standard Insurance	\$509,618



**Non-Departmental**

## ***Non-Departmental***

- ▶ Budget Summary
- ▶ Program Information
- ▶ Major Contracts

**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Operation & Maintenance	\$1,668,618	\$3,781,078	\$3,979,964	\$4,212,604	11.41%
Debt Service	\$1,950,541	\$1,900,797	\$1,958,670	\$1,923,873	1.21%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$4,287,728	\$100,000	\$13,865	\$0	-100.00%
<b>Total</b>	<b>\$7,906,887</b>	<b>\$5,781,875</b>	<b>\$5,952,499</b>	<b>\$6,136,477</b>	<b>6.13%</b>

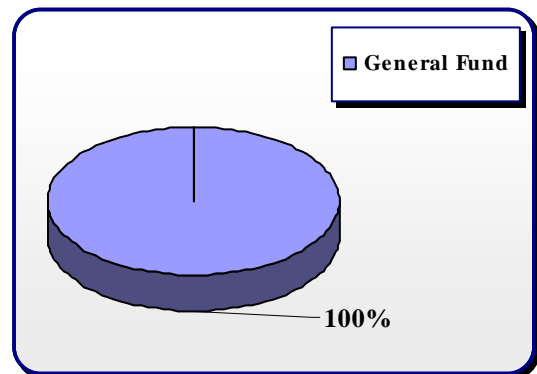
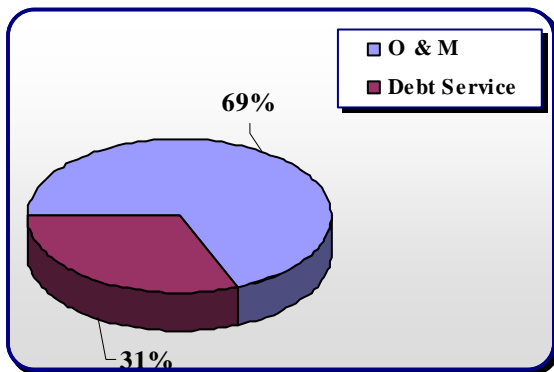
<b>Funding Source</b>	<b>Actual FY 2009-10</b>	<b>Budget FY 2010-11</b>	<b>Projected FY 2010-11</b>	<b>Approved FY 2011-12</b>	<b>Change From 10-11 Budget</b>
Inter-Fund Transfers	\$240,000	\$240,000	\$240,000	\$201,742	-15.94%
General Fund	\$7,666,887	\$5,541,875	\$5,712,499	\$5,934,735	7.09%
<b>Total</b>	<b>\$7,906,887</b>	<b>\$5,781,875</b>	<b>\$5,952,499</b>	<b>\$6,136,477</b>	<b>6.13%</b>

Full-Time Positions	0.00	0.00	0.00	0.00	0.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**

**Department Funding Source**



**Program Information**

**Non-Departmental**

**\$6,136,477**

The Non-Departmental Program is where the City budgets for costs and services that are not related to any one department, but benefit the entire City as a whole. Compensated Leave is the non-current year accrual that has been earned but not used by employees. There are no other salaries and benefits associated with this budget. Other items budgeted in this program include debt service, city-wide studies and services, retiree benefit programs, unemployment benefit costs and transfers to other funds.

**Major Contracts** (over \$25,000)

Broadstone Sales Tax Sharing	\$527,285
County Administration Fees	\$425,000
Sacramento County Haz-Mat Response	\$90,000
FedCorp	\$33,750



# *Debt Management*





## **Introduction**

California cities are authorized by state law to use debt financing for specific purposes that promote the public welfare. Debt is typically issued to finance the construction of large public facilities such as infrastructure, buildings, parks, and open space acquisitions when paying for these types of projects out of current revenues is not feasible.

The City of Folsom saw tremendous expansion in its population from 36,507 in 1992 to 71,453 at the end of calendar year 2010. With this growth, one of the City's major challenges had been to meet the needs of a growing community in terms of providing City services to a steadily increasing customer base, as well as complying with mandated governmental health, safety, and environmental standards and regulations. The City has used various debt financing instruments to facilitate meeting these challenges.

## **Debt Management Policy**

Debt Management is a major component of the City's fiscal management function. Good debt management ensures that any debt issued by the City is affordable, is appropriate for the type of project, is at the lowest possible interest cost, and is in compliance with applicable laws and regulations. The City of Folsom's Debt Management Policy provides operating guidelines for all the City's major debt transactions. The objectives of the City's policy are to:

- Guide the City Council and management in debt issuance decisions having significant financial impact.
- Maintain appropriate capital assets for present and future needs.
- Promote sound financial management by providing accurate and timely information on the City's financial condition.
- Protect and enhance the City's credit rating.
- Ensure the legal use of City bonding authority through an effective system of financial security and internal controls.
- Promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.

## **Additional Policies Regarding Land-Secured and Conduit Financing**

The purpose of the Additional Policies Regarding Land-Secured and Conduit Financing is to facilitate the acquisition and construction of public facilities on commercial, industrial, and residential properties by promoting the health and welfare of developed areas; the orderly development of the City; and the development of needed commercial or industrial property. The policies consist of guidelines and requirements for such items as:

- Project costs and reimbursement policies

- Agreements required
- Project feasibility information
- Appraisals/Value to lien ratios
- Credit enhancements
- Special tax formulas
- Continuing disclosure and notification requirements

## **Credit Rating**

The City's General Obligation Bonds are rated AA/Stable by Standard & Poor's, and were recently downgraded to Aa3 by Moody's Investor Services. The City's Certificate of Participation (COP's) issued to finance essential facilities such as the 2001 Central Business District Fire Station are rated AA- by Standard & Poor's, and downgraded by Moody's to A2. These downgrades reflect Moody's belief that the decline of the City's financial strength due to the continued decline in reserves represents a fundamental shift in the City's long-term financial profile to a more narrowed position. Their rating also noted, as positive, the City's stable residential tax base, above-average socioeconomic profile with a low unemployment rate, and low direct debt burden with an excellent payout rate.

The City has typically opted to purchase bond insurance to enhance its credit rating to AAA. A bond insurance policy guarantees payment of principal and interest on bonds due for payment should the City fail to make a bond payment. Most of the monoline insurers who insure municipal debt have either been downgraded or placed under review by the various rating agencies; therefore, a AAA rating is no longer assured on these insured bonds.

A major portion of the City's financings has been through the issuance of special assessment district debt. These assessment and Mello-Roos district bonds are land secured financings where developments are not yet completed at the time of issuance, and are therefore not rated at the time of the original issuance. However, most of these financings within the City have subsequently been refunded and have received ratings.

## **Types of Debt Financing Instruments**

### **A. General Obligation Bonds:**

The California Constitution provides for the issuance of General Obligation Bonds by cities subject to a two-thirds approval of voters on the bond proposition. General Obligation Bonds are secured by the full faith and credit of the City. Ad valorem taxes are levied on all real property within the City for the payment of annual principal and interest on the bonds.

### **B. Lease Revenue Bonds and Certificates of Participation:**

Lease Revenue Bonds and Certificates of Participation are lease obligations secured by an installment sales agreement or by a leaseback arrangement with a public entity. The City pledges general operating revenues to pay the lease payments. The lease payments are in turn used to pay

principal and interest on the Certificates of Participation. Under State law, these obligations do not constitute indebtedness and are therefore not subject to voter approval. Lease payments may not be accelerated as they are payable only in the year in which used and if occupancy of the leased property is available. The City is obligated to annually budget for the rentals that are due and payable during each fiscal year that it has the use of the leased property.

**C. Public Enterprise Revenue Bonds:**

Public Enterprise Revenue Bonds are issued to finance facilities for a revenue producing enterprise such as a water or sewer system. California courts have determined that under the State Constitution, cities may issue revenue bonds without a two-thirds voter approval in a bond election because the revenues are not payable from taxes or the general fund of the City. Rather, principal and interest on the bonds is payable from revenues produced by the enterprise including such items as service charges, tolls, connection fees, admission fees, and rents.

**D. Special Assessment Districts/Mello-Roos Community Facilities District Bonds:**

The City may establish special assessment or Mello-Roos Community Facilities Districts under various sections of State law to issue bonds for the financing of infrastructure and public facilities improvements in connection with land development. The issuance of these bonds is subject to a two-thirds approval of the landowners voting within the proposed district. The security for the bonds is provided by properties within the district. The properties are assessed for amounts proportionate to the benefit received from the improvements financed for the payment of annual principal and interest on the bonds. The City is not liable for the repayment of these bonds, but rather acts as an agent for the property owners/bondholders in collecting and forwarding the special assessments.

## **Folsom Public Financing Authority**

The City of Folsom authorized the formation of a joint powers authority with the Folsom Redevelopment Agency to be known as the Folsom Public Financing Authority in 1988, under Title 1 of the California State Government Code. The Authority is authorized, but not limited, to issue bonds for the purpose of financing facilities and improvements. The Authority provides financing to other funds and agencies of the City on a cost reimbursement basis.

## **Legal Debt Margin**

The Government Code of the State of California (Section 43605) states that a City shall not incur an indebtedness for public improvements which exceeds in the aggregate 15% of the assessed value of all real and personal property of the City. However, this provision was enacted when assessed valuation was based upon 25% of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100% of market value (as of the most recent change in ownership for that parcel). The computations shown below reflect a conversion of assessed valuation data for each fiscal year from the current full valuation perspective to the 25% level that was in effect at the time that the legal debt margin was enacted by the State of California.

The Charter of the City of Folsom (Section 5.06) allows the City by ordinance or resolution to issue debt within the following limits:

- **General Obligation Bond Limit:**  
Not to exceed 10 percent of the assessed valuation of all property taxable by the City;
- **Other Debt Limit:** Debt other than voted general obligation bonds shall not exceed 10 percent of the assessed valuation of all property taxable by the City;
- **Definition and Exemption:**  
The term “debt” or “indebtedness” in this section shall not include debt issued for the purpose of financing or refinancing the acquisition, construction, or completion of public improvements that is not a general obligation of the City, and is secured by a lien upon or levy of a special tax on real property within an identified district.

As is the case with the Government Code, this municipal code section was enacted when assessed valuation was based upon 25% of market value, and therefore is subject to the same conversion described above.

**City of Folsom Legal Debt Margin**

June 30, 2010

Assessed Value	\$10,646,511,000
Conversion Percentage	25.00%
Adjusted Assessed Value	\$2,661,627,750
Debt Limit per Municipal Code	\$266,162,775
Amount of Debt Applicable to Limit:	
General Obligation Bonds	\$17,600,000
Other Debt	\$0
Total Net Debt Applicable to Limit	\$17,600,000
Legal Debt Margin	\$248,562,775
Percentage of Debt to Assessed Value	0.66%

**Summary of Debt Position**

		June 30, 2011		2011-12 Bond Payments			Funding Source
		Principal		Principal	Interest	Total	
		Outstanding					
GENERAL OBLIGATION BONDS:							
2003	GO Bonds Series A & B Refunding	\$ 5,915,000	\$ 1,555,000	\$ 194,606	\$ 1,749,606		Ad valorem property tax
2009	GO Bonds Series C & D Refunding	8,985,000	1,225,000	320,450	1,545,450		Ad valorem property tax
	Total General Obligation Bonds	\$ 14,900,000	\$ 2,780,000	\$ 515,056	\$ 3,295,056		
CERTIFICATES OF PARTICIPATION:							
1997	Refunding COPs (Parks & Traffic Sig)	\$ 540,000	\$ -	\$ 31,725	\$ 31,725		General Fund revenues
1999	COPs (Recreation Facility)	765,000	15,000	45,413	60,413		Rental fees, impact fees
2001	COPs Central Fire Station	2,865,000	125,000	135,545	260,545		General fund
	Total Certificates of Participation	\$ 4,170,000	\$ 140,000	\$ 212,683	\$ 352,683		
REDEVELOPMENT AGENCY:							
2005	RDA Tax Allocation Bonds (Library Proj.)	\$ 10,190,000	\$ -	\$ 442,913	\$ 442,913		Property tax increment
2006	RDA TABS (RR Block Parking Structure)	16,945,000	-	725,632	725,632		Property tax increment
2009	RDA TABS (Central RDA Project)	17,580,000	880,000	828,219	1,708,219		Property tax increment
2011	RDA TABS Series A	10,115,000	250,000	846,510	1,096,510		Property tax increment
2011	RDA TABS Series B	11,265,000	255,000	869,940	1,124,940		Property tax increment
	Total Redevelopment Agency	\$ 66,095,000	\$ 1,385,000	\$ 3,713,213	\$ 5,098,213		
FOLSOM PUBLIC FINANCING AUTHORITY:							
2008	Reassessment Revenue Bonds (Prairie Oaks)	\$ 10,405,000	\$ 865,000	\$ 426,759	\$ 1,291,759		Special Assessments
1998	Revenue Bonds (Hannaford Cross)	1,585,000	115,000	85,671	200,671		Special Assessments
1999	Revenue Bonds (Legends, Cobble Hills Ridgeview, Cresleigh Natoma)	3,450,000	255,000	178,556	433,556		Special Assessments
2002	Revenue Bonds (City Hall & Comm Ctr)	8,560,000	1,095,000	377,603	1,472,603		General fund revenues
2003	Reassessment Revenue Bonds (Auto Plaza)	4,790,000	435,000	236,219	671,219		Special Assessments
2004	Revenue Bonds, Snr A (CFD 7 & 8)	10,805,000	775,000	504,583	1,279,583		Special Assessments
2004	Revenue Bonds, Sers B (CFD 7)	5,470,000	405,000	275,035	680,035		Special Assessments
2005A	Water Revenue Bonds (Water Treatment)	12,475,000	310,000	565,459	875,459		Water fund revenues
2007A	Special Tax Rev. Bonds (CFD 10, 11, & 14)	43,850,000	935,000	2,164,450	3,099,450		Special Assessments
2007B	Special Tax Rev. Bonds (CFD 9, 10, 11, & 14)	23,010,000	740,000	1,122,349	1,862,349		Special Assessments
2009	Water Refunding Bonds (1998 Refunding)	15,155,000	650,000	523,695	1,173,695		Water fund revenues
2010A	Revenue Bonds (CFD #10)	16,435,000	900,000	693,414	1,593,414		Special Assessments
2010B	Revenue Bonds (CFD #10)	5,330,000	285,000	256,550	541,550		Special Assessments
	Total Public Financing Authority	\$ 161,320,000	\$ 7,765,000	\$ 7,410,342	\$ 15,175,342		

**Summary of Debt Position**

		June 30, 2011		2011-12 Bond Payments			Funding Source
		Principal		Principal	Interest	Total	
		Outstanding					
ASSESSMENT DISTRICTS:							
1989	Blue Ravine Oaks	\$ 330,000	\$ 55,000	\$ 22,339	\$ 77,339		Special Assessments
1992	Natoma Station	195,000	15,000	13,819	28,819		Special Assessments
2003	Folsom Auto Plaza	4,890,000	430,000	264,138	694,138		Special Assessments
1993	Lake Natoma Shores	195,000	60,000	10,725	70,725		Special Assessments
2008	Prairie Oaks	10,480,699	751,393	733,585	1,484,978		Special Assessments
1990	Hannaford Crossing	1,475,000	105,000	94,530	199,530		Special Assessments
1993	Legends	340,000	35,000	19,945	54,945		Special Assessments
1994	Cobble Hills Ridge	995,000	85,000	55,248	140,248		Special Assessments
1995	Ridgeview	995,000	70,000	57,033	127,033		Special Assessments
1995	Cresleigh Natoma	795,000	60,000	41,269	101,269		Special Assessments
Total Assessment Districts		\$ 20,690,699	\$ 1,666,393	\$ 1,312,629	\$ 2,979,022		
COMMUNITY FACILITY DISTRICTS:							
2010	Natoma Station	\$ 9,625,000	\$ 915,000	\$ 410,675	\$ 1,325,675		Special Assessments
1998	Folsom Heights	1,275,000	230,000	65,104	295,104		Special Assessments
1998	Broadstone	2,220,000	235,000	105,125	340,125		Special Assessments
1999	Broadstone II	11,810,000	570,000	686,025	1,256,025		Special Assessments
2004	Broadstone II	12,785,000	930,000	617,728	1,547,728		Special Assessments
2004	Parkway	3,490,000	250,000	162,995	412,995		Special Assessments
2007	Willow Creek South	1,270,000	160,000	54,065	214,065		Special Assessments
2007	Empire Ranch	40,415,000	990,000	1,990,009	2,980,009		Special Assessments
2010	Empire Ranch	21,765,000	1,185,000	949,964	2,134,964		Special Assessments
2007	Willow Springs	7,690,000	475,000	369,794	844,794		Special Assessments
2002	Parkway II	280,000	280,000	7,420	287,420		Special Assessments
2007	Parkway II	17,485,000	50,000	872,931	922,931		Special Assessments
Total Community Facilities Districts		\$ 130,110,000	\$ 6,270,000	\$ 6,291,834	\$ 12,561,834		

**Debt Service amounts by Fund**

	<b>Principal</b>	<b>Interest</b>	<b>Fiscal Charges</b>	<b>Total</b>
General Fund	\$ 1,994,744	\$ 577,375	\$ 29,599	\$ 2,601,718
G O School Facilities Bonds DS	2,780,000	515,056	4,000	3,299,056
Redevelopment DS	1,385,000	3,713,213	20,000	5,118,213
Folsom Public Financing Authority	6,805,000	6,321,188	278,596	13,404,784
Traffic Signal Refunding	30,000	31,725	3,500	65,225
Recreation Facility COP DS	15,000	45,413	5,000	65,413
Central Fire Station COP DS	125,000	135,545	7,000	267,545
Water Operating	960,000	1,089,154	1,200	2,050,354
Wastewater Operating	74,385	8,210	-	82,595
Solid Waste Operating	145,727	11,708	-	157,435
Mello-Roos Agency Funds	7,936,393	7,604,463	172,403	15,713,259
<b>Total</b>	<b>\$ 22,251,249</b>	<b>\$ 20,053,049</b>	<b>\$ 521,298</b>	<b>\$ 42,825,597</b>





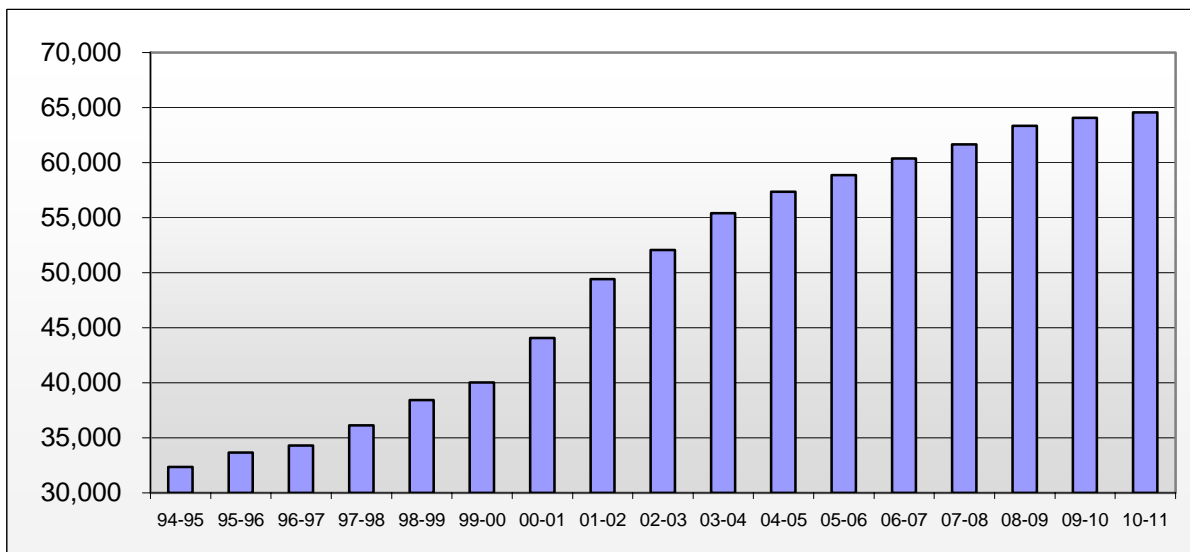
# *Appendix*



## Miscellaneous Statistics

Date of Incorporation	1946
Form of Government	Charter City
Population (excludes Folsom Prison)	64,576
Area of Square Miles	15
Miles of Streets	259
Single Family Residential Building Permits	53
Zoos	1
Community Centers	2
Community Clubhouses	3
Parks	45
Park Acreage	434
Swimming Pools (Aquatic Center)	3
Tennis Courts	23
Fire Stations	4
Fire Personnel & Officers	69
Police Stations	1
Police Personnel & Officers	100.25
Number of Patrol Units	61
Elementary schools	11
Secondary schools	5
Community colleges	1
Hospitals	1

## Population Trend



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## *Major Employers*

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### Major Employers

*Major employers in the region encompassing the City are shown below. Information is provided by the Folsom Chamber of Commerce, updated 2011.*

<b><u>Business</u></b>	<b><u>Product / Service</u></b>	<b><u>Number of Employees</u></b>
Intel Corporation	Electronics /Manufacturing	6,000
California ISO	Utilities	600
MAXIMUS	Health Services	500
City of Folsom	Government Entities	456
Micron Technologies (Numonyx)	Electronics / Manufacturing	440
Mercy Hospital of Folsom	Hospitals	433
Wal-Mart Stores, Inc., #1760	Retail Sales	280
Costco Wholesale	Wholesale Membership Clubs	250
Kaiser Permanente	Healthcare	250
Video Products Distributors, Inc., (VPD, Inc.)	Video Tape/DVD-Wholesale Distributor	250
The Home Depot	Home Improvement Centers	235
HDR Engineering	Engineering Services / Architects	220
Folsom Lake Toyota	Auto Dealers /Auto Repair Service	200
California Prison Industry Authority CALPIA)	Government Entities	195
BJ's Restaurant & Brewhouse	Restaurants	180
SAM'S Club	Wholesale Membership Clubs	170
Raley's, 715 E. Bidwell St.	Grocers / Photo Finishing	160
Raley's, 25025 Blue Ravine Rd.	Grocers	150
e.Republic, Inc.	Publishers	140
Folsom Lake Dodge	Auto Dealers	140
Benefit & Risk Management Services, Inc.	Benefit Admin / Healthcare Risk Mgmt	135
Bel Air Market	Grocers	130
California Family Fitness	Health/Fitness Centers	100
Elliott Homes, Inc.	Real Estate-Developer / Home Builder	100
Fats Asia Bistro	Restaurants	100

## Staffing Detail

Below is a comparison of full time (FT) and permanent part time (PPT) positions for the FY 2008 through FY 2011 Budgets and the proposed FY 2011-12 Budget. All positions are listed as full-time equivalent except for City Council which is listed as number of members.

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>City Council</b>				
Mayor	1.00	1.00	1.00	1.00
Council Member	4.00	4.00	4.00	4.00
<b>Total City Council</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>City Manager's Office</b>				
<b>Administration</b>				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	-	-	1.00	1.00
Assistant to the City Manager	1.00	1.00	1.00	1.00
Executive Assistant II	1.00	1.00	1.00	1.00
Director of Intergovernmental Affairs and Economic Development	-	-	0.25	-
Chief of Environmental/Water Resources	-	-	1.00	1.00
<b>Public Information</b>				
Public Information Officer	0.75	0.75	1.00	1.00
Marketing & Graphics Coordinator - Limited Term (LT)	-	-	-	-
<b>Total City Manager</b>	<b>3.75</b>	<b>3.75</b>	<b>6.25</b>	<b>6.00</b>
<b>City Attorney</b>				
City Attorney	1.00	1.00	1.00	1.00
Deputy City Attorney	1.00	-	-	-
Deputy/Asst City Attorney	1.00	1.00	1.00	1.00
Legal Analyst	1.00	1.00	1.00	1.00
Legal Technician	-	-	-	1.00
Legal Secretary	1.00	1.00	1.00	-
Safety Officer	-	1.00	-	-
<b>Total City Attorney</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Administrative Services</b>				
<b>Administration</b>				
Asst City Manager/Admin Svcs Director	1.00	1.00	-	-
Office Assistant I/II PPT	1.13	-	-	-
Animal Control Officer	-	-	-	-
<b>Facility Services</b>				
Building Tradesworker I/II	1.00	-	-	-
Facilities Maintenance Supervisor	1.00	1.00	-	-
Maintenance Worker I/II	2.00	1.00	-	-
Senior Building Tradesworker	1.00	1.00	-	-
<b>Geographic Information Services</b>				
GIS Analyst	1.00	1.00	-	-

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Administrative Services (cont.)</b>				
<b>Information Systems</b>				
Administrative Assistant	1.00	1.00	-	-
Information Systems Supervisor	1.00	1.00	-	-
Information Systems Technician I/II	4.00	4.00	-	-
<b>Total Administrative Services</b>	<b>14.13</b>	<b>11.00</b>	<b>-</b>	<b>-</b>
<b>City Clerk</b>				
City Clerk	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00
City Clerk Technician I	-	-	-	1.00
Deputy City Clerk	1.00	1.00	-	-
Senior Office Assistant	1.00	0.50	1.00	-
<b>Total City Clerk</b>	<b>4.00</b>	<b>3.50</b>	<b>3.00</b>	<b>3.00</b>
<b>Community Development</b>				
<b>Administration</b>				
Community Development Director	1.00	1.00	1.00	1.00
Assistant Director	-	-	-	-
Administrative Assistant	2.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	-	-
<b>Building</b>				
Administrative Assistant	1.00	1.00	-	-
Building Inspector I/II	10.00	5.50	3.00	3.00
Building Inspector Supervisor	1.00	-	-	-
Building Plans Coordinator	1.00	1.00	-	-
Building Technician I/II	2.00	2.00	2.00	3.00
Building/Plan Checker I/II	3.00	3.00	1.00	-
Chief Building Official	1.00	1.00	1.00	1.00
Plan Check Engineer	1.00	1.00	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00
<b>Code Enforcement</b>				
Code Enforcement Officer I/II - LT	-	-	1.00	-
Code Enforcement Officer I/II	1.00	1.00	-	1.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00
Code Enforcement Technician	1.00	1.00	-	-
<b>Engineering</b>				
Associate Civil Engineer	0.50	0.50	-	1.00
Associate Civil Engineer/City Surveyor	1.00	1.00	1.00	-
Construction Inspection Supervisor	1.00	-	-	-
Construction Inspector I/II	3.00	2.00	2.00	2.00
Principal Civil Engineer	1.00	1.00	1.00	1.00
Senior Construction Inspector	1.00	-	-	-
Senior Engineering Technician	1.00	-	-	-

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Community Development (cont.)</b>				
<b>Lighting &amp; Landscaping</b>				
Administrative Assistant	-	0.50	-	-
Building Inspector I/II	-	0.50	-	-
Construction Inspector I/II	1.00	1.00	-	-
Lighting & Landscape District Manager	1.00	1.00	-	-
<b>Planning</b>				
Arborist	1.00	1.00	-	1.00
Arborist - LT	-	-	1.00	-
Planner I (Asst)/Planner II (Associate)	3.00	1.00	-	0.50
Planning Manager	1.00	1.00	1.00	1.00
Planning Technician I/II	1.00	1.00	1.00	1.00
Senior Planner	3.00	1.00	1.00	1.00
<b>Municipal Landscaping</b>				
Administrative Assistant	-	-	-	-
Arborist - LT	-	-	-	-
Maintenance Specialist	-	-	-	-
Maintenance Supervisor	-	-	-	-
Maintenance Worker I/II	-	-	-	-
Lighting & Landscape District Manager	-	-	-	-
<b>Total Community Development</b>	<b>47.50</b>	<b>34.00</b>	<b>21.00</b>	<b>21.50</b>
<b>Finance</b>				
<b>Administration</b>				
Asst City Manager/Chief Financial Officer	1.00	-	-	-
Chief Financial Officer/Finance Director	-	1.00	1.00	1.00
Assistant Finance Director	1.00	-	-	-
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Budget and Evaluation</b>				
Budget & Evaluation Manager	1.00	1.00	-	-
Senior Management Analyst	1.00	-	-	-
<b>Disbursements</b>				
Disbursements Specialist	2.00	2.00	3.00	3.00
Disbursements Technician	1.00	1.00	1.00	1.00
Revenue/Disbursements Manager	1.00	1.00	1.00	-
<b>Financial Analysis and Reporting</b>				
Accounting Technician I/II	1.00	1.00	-	-
Financial Analysis & Reporting Manager	1.00	1.00	-	-
Financial Analyst I/II	3.00	3.00	-	-
<b>Revenue</b>				
Revenue Technician I/II	4.00	4.00	4.00	4.00
Revenue/Disbursements Manager	1.00	1.00	1.00	1.00
Senior Revenue Technician	2.00	2.00	2.00	2.00

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Finance (cont.)</b>				
<b>Treasury</b>				
Financial Analyst I/II	1.00	1.00	-	-
<b>Financial Services</b>				
Financial Analyst I/II	-	-	3.00	3.00
Financial Services Manager	-	-	1.00	1.00
<b>Geographic Information Services</b>				
GIS Analyst	-	-	1.00	1.00
<b>Information Systems</b>				
Administrative Assistant	-	-	-	-
Information Systems Supervisor	-	-	1.00	1.00
Information Systems Technician I/II	-	-	4.00	4.00
<b>Total Finance</b>	<b>22.00</b>	<b>20.00</b>	<b>24.00</b>	<b>23.00</b>
<b>Fire Department</b>				
<b>Administration</b>				
Fire Chief	1.00	1.00	1.00	1.00
Account Clerk	-	-	-	1.00
Accounting Technician I/II	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Deputy Fire Chief	2.00	1.00	1.00	-
Senior Equipment Mechanic	-	-	-	1.00
Senior Office Assistant	1.00	1.00	-	-
<b>Emergency Operations</b>				
Battalion Chief - Admin/Training	1.00	1.00	1.00	-
Battalion Chief - Suppression	3.00	3.00	3.00	-
Fire Division Chief	-	-	-	3.00
Fire Captain Suppression	15.00	15.00	15.00	12.00
Fire Engineer	15.00	15.00	15.00	14.00
Firefighter	35.00	32.00	25.00	25.00
Paramedic	2.00	2.00	1.00	1.00
Senior Equipment Mechanic	1.00	1.00	1.00	-
<b>Emergency Preparedness</b>				
Fire Division Chief (Fire Marshal)	-	-	-	1.00
Deputy Fire Marshal	-	-	-	1.00
Fire Marshal	1.00	1.00	1.00	-
Fire Prevention Officer	1.00	-	-	-
Fire Protection Engineer	1.00	1.00	1.00	-
<b>Professional Services</b>				
Fire Division Chief	-	-	-	1.00
Fire Captain	-	-	-	1.00
Account Clerk	1.00	1.00	1.00	-
Battalion Chief - Admin/EMS	1.00	1.00	1.00	-
<b>Total Fire</b>	<b>83.00</b>	<b>78.00</b>	<b>69.00</b>	<b>64.00</b>



	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Human Resources</b>				
Human Resources Director	1.00	1.00	1.00	1.00
Personnel Technician I/II	3.00	3.00	3.00	4.00
Senior Management Analyst	2.00	2.00	2.00	1.00
Senior Office Assistant - PPT	0.75	0.75	-	-
<b>Total Human Resources</b>	<b>6.75</b>	<b>6.75</b>	<b>6.00</b>	<b>6.00</b>
<b>Intergovernmental Affairs &amp; Economic Development</b>				
Director of Intergovernmental Affairs & Economic Development	1.00	1.00	-	-
Senior Office Assistant	-	0.50	-	-
Office Assistant	1.00	-	-	-
<b>Total Intgovtl Affairs &amp; Economic Dev</b>	<b>2.00</b>	<b>1.50</b>	<b>-</b>	<b>-</b>
<b>Library</b>				
Library Director	1.00	1.00	1.00	-
Librarian	4.00	3.00	1.00	2.00
Library Assistant	8.00	6.00	5.00	4.00
Library Assistant PPT	-	-	0.50	1.00
Library Manager	1.00	-	-	-
Library Supervisor	-	1.00	1.00	1.00
Library Technician	4.00	4.00	4.00	3.00
Senior Office Assistant	1.00	1.00	1.00	1.00
<b>Total Library</b>	<b>19.00</b>	<b>16.00</b>	<b>13.50</b>	<b>12.00</b>
<b>Parks &amp; Recreation</b>				
<b>Administration</b>				
Parks & Recreation Director	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	2.00	2.00
Marketing & Graphics Coordinator	-	-	-	1.00
Office Assistant I/II	-	-	1.00	1.00
Senior Management Analyst	0.80	1.00	1.00	1.00
Senior Office Assistant	-	-	1.00	1.00
<b>Park Maintenance</b>				
Maintenance Specialist	9.00	9.00	5.00	4.00
Maintenance Supervisor	2.00	2.00	1.00	1.00
Maintenance Worker I/II	6.00	3.00	-	1.00
Parks Maintenance Manager	1.00	-	-	-
Senior Maintenance Worker	2.00	2.00	2.00	2.00
Senior Office Assistant	1.00	1.00	-	-
<b>Park Development</b>				
Park Planner I/II	2.00	1.00	-	1.00
Park Planner I/II - LT	-	-	-	-
Park Planning Manager	1.00	1.00	1.00	1.00
<b>Trails</b>				
Senior Park Planner	1.00	1.00	1.00	1.00

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Parks &amp; Recreation (cont.)</b>				
<b>Zoo</b>				
Assistant Zookeeper/Zookeeper I - PPT	2.50	1.90	0.60	0.60
Assistant Zookeeper/Zookeeper I	3.00	3.00	3.00	3.00
Cashier - PPT	0.60	0.60	0.60	0.60
Zoo Education Coordinator I/II	2.00	2.00	-	-
Zoo Education Coordinator I/II - PPT	-	0.80	-	-
Zoo Gift Shop Coordinator - PPT	0.70	0.70	-	-
Recreation Coordinator I - LT	-	-	1.00	1.00
Zoo Manager	1.00	1.00	0.80	0.80
Zoo Supervisor	1.00	1.00	1.00	1.00
Zookeeper II	1.00	1.00	1.00	1.00
Zookeeper II - PPT	0.80	0.80	0.80	0.80
<b>Aquatics</b>				
Recreation Coordinator II	0.75	0.75	0.50	0.50
Recreation Supervisor	0.25	0.25	0.50	0.50
Senior Maintenance Worker	1.00	1.00	-	-
Senior Office Assistant	1.00	1.00	-	-
Senior Recreation Coordinator	1.00	1.00	0.75	0.75
<b>Community Center</b>				
Account Clerk	1.00	-	-	-
Maintenance Worker I/II	1.00	2.00	1.00	-
Maintenance Worker I/II - PPT	0.75	-	-	-
Recreation Supervisor	0.75	0.75	0.50	-
Senior Building Tradesworker	1.00	1.00	-	-
Senior Recreation Coordinator	1.00	1.00	1.00	-
<b>Recreation Administration/Marketing</b>				
Administrative Assistant	1.00	1.00	-	-
Marketing and Graphics Coordinator	1.00	1.00	-	-
Office Assistant I/II	2.00	2.00	-	-
Recreation Manager	1.00	1.00	-	-
Senior Recreation Coordinator	-	0.50	-	-
<b>Community &amp; Cultural Services / Community Facilities</b>				
Community & Cultural Services Manager	-	-	-	1.00
Recreation Coordinator I	-	-	-	2.00
Recreation Coordinator II	-	-	-	2.00
Recreation Supervisor	-	-	-	1.50
Senior Recreation Coordinator	-	-	-	1.25
<b>Recreation Cultural/Community Services</b>				
Community & Cultural Services Manager	1.00	1.00	1.00	-
Marketing and Graphics Coordinator	1.00	1.00	-	-
Recreation Coordinator I	0.70	1.00	2.00	-

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Parks &amp; Recreation (cont.)</b>				
<b>Recreation Cultural/Community Services (cont.)</b>				
Recreation Coordinator II	2.00	2.00	2.00	-
Recreation Coordinator I/II PPT	0.75	0.75	-	-
Recreation Supervisor	1.00	1.00	1.00	-
Senior Recreation Coordinator	1.00	1.00	0.25	-
<b>Recreation / Sports Complex</b>				
Recreation Coordinator I	-	-	-	2.00
Recreation Coordinator II	-	-	-	0.50
Recreation Manager	-	-	-	1.00
Recreation Supervisor	-	-	-	1.00
Senior Recreation Coordinator	-	-	-	2.00
<b>Recreation Sports</b>				
Recreation Coordinator I	2.00	2.00	1.40	-
Recreation Coordinator II	-	-	0.20	-
Recreation Manager	-	-	1.00	-
Recreation Supervisor	1.00	1.00	1.00	-
Senior Recreation Coordinator	1.00	1.00	0.70	-
<b>Recreation and Teen Center</b>				
Maintenance Worker I/II	1.00	1.00	-	-
Recreation Coordinator I	0.25	0.25	0.60	-
Recreation Coordinator II	1.00	2.00	1.30	-
Senior Office Assistant	1.00	-	-	-
Senior Recreation Coordinator	1.30	0.50	1.30	-
<b>Facility Services</b>				
Building Tradesworker I/II	-	-	-	-
Facilities Maintenance Supervisor	-	-	1.00	1.00
Maintenance Worker I/II	-	-	1.00	-
Senior Building Tradesworker	-	-	2.00	2.00
Senior Maintenance Worker	-	-	1.00	1.00
<b>Municipal Landscaping</b>				
Lighting & Landscape District Manager	-	-	1.00	1.00
Maintenance Specialist	-	-	3.00	3.00
Maintenance Supervisor	-	-	1.00	1.00
Maintenance Worker I/II	-	-	1.00	1.00
<b>Total Parks &amp; Recreation</b>	<b>70.90</b>	<b>65.55</b>	<b>53.80</b>	<b>52.80</b>
<b>Police Department</b>				
<b>Administration</b>				
Police Chief	1.00	1.00	1.00	1.00
Accounting Technician I/II	2.00	1.00	1.00	-
Administrative Assistant	-	-	-	1.00
Executive Assistant I	1.00	1.00	-	-

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Police Department (cont.)</b>				
<b>Administration (cont.)</b>				
Electronics & Communications Engineer	-	1.00	-	-
Police Captain	2.00	2.00	1.50	-
Police Lieutenant	1.00	1.00	-	-
Police Officer	-	-	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
<b>Support Services</b>				
Police Commander	-	-	-	1.00
Accounting Technician I/II	-	-	-	1.00
Communications Supervisor	2.00	2.00	2.00	2.00
Dispatcher I/II	14.00	14.00	12.00	12.00
Police Records Clerk	2.00	2.00	2.00	2.00
Police Records Clerk - PPT	0.50	0.50	-	0.50
Police Records Supervisor	1.00	1.00	1.00	1.00
Police Technical Services Manager	1.00	1.00	1.00	1.00
Police Volunteer Coordinator	1.00	1.00	1.00	1.00
<b>Operations</b>				
Police Commander	-	-	-	1.00
Community Service Officer	3.00	3.00	2.00	-
Electronics & Communications Engineer	1.00	-	-	-
Mechanic - PPT	0.75	0.75	-	-
Police Lieutenant	3.00	2.00	2.00	-
Police Officer	57.00	57.00	50.00	36.00
Police Sergeant	10.00	9.00	9.00	7.00
<b>Investigations</b>				
Police Commander	-	-	-	1.00
Administrative Assistant	1.00	1.00	1.00	-
Crime/Intelligence Analyst	1.00	1.00	-	-
Police Lieutenant	1.00	1.00	1.00	-
Police Officer	11.00	11.00	9.00	10.00
Police Sergeant	3.00	3.00	2.00	2.00
Property and Evidence Technician	2.00	2.00	2.00	2.00
<b>Special Services</b>				
Police Commander	-	-	-	1.00
Animal Control Officer	-	-	1.00	1.00
Community Service Officer	-	-	-	2.00
Police Officer	-	-	-	11.00
Police Sergeant	-	-	-	1.00
<b>Total Police Department</b>	<b>123.25</b>	<b>120.25</b>	<b>103.50</b>	<b>100.50</b>

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Public Works Department</b>				
<b>Administration / Engineering</b>				
Public Works Director	1.00	1.00	1.00	0.50
Administrative Assistant	2.00	2.00	2.00	1.00
Asst Dir of Public Works	1.00	-	-	-
Associate Civil Engineer	2.00	2.00	2.00	2.00
Assistant Civil Engineer	-	-	-	1.00
Capital Projects Manager	1.00	1.00	1.00	-
Construction Inspector I/II	2.00	2.00	2.00	2.00
Engineering Technician I/II	1.00	1.00	1.00	1.00
Office Assistant I/II - PPT	0.60	0.60	-	-
PW/Utilities Section Manager	-	-	-	2.00
Safety Officer	-	-	-	1.00
Senior Civil Engineer	3.00	3.00	2.00	-
Senior Management Analyst	1.00	1.00	1.00	1.00
<b>Fleet Maintenance</b>				
Administrative Assistant	-	-	-	0.50
Combination Welder	1.00	1.00	-	-
Fleet Administrative Officer	-	1.00	-	-
Fleet Maintenance Supervisor	1.00	-	-	-
Fleet Manager	1.00	1.00	-	-
Inventory Clerk	1.00	1.00	1.00	1.00
Mechanic - PPT	-	-	0.75	-
Mechanic	-	-	-	1.00
Mechanic II	8.00	7.00	6.00	6.00
Senior Equipment Mechanic	1.00	1.00	1.00	1.00
<b>Streets</b>				
Maintenance Specialist	1.00	1.00	1.00	1.00
Maintenance Worker I/II	9.00	9.00	5.00	5.00
Office Assistant I/II	1.00	1.00	1.00	1.00
Senior Maintenance Worker	2.00	2.00	2.00	2.00
Streets Operations Manager	1.00	1.00	1.00	1.00
Streets Operations Supervisor	1.00	1.00	1.00	1.00
<b>Traffic Maintenance</b>				
Maintenance Specialist	3.00	3.00	3.00	3.00
Maintenance Worker I/II	1.00	1.00	-	-
Senior Maintenance Worker	1.00	1.00	1.00	1.00
Senior Traffic Control and Lighting Tech	1.00	1.00	1.00	1.00
Traffic Control and Lighting Supervisor	1.00	1.00	1.00	1.00
Traffic Control and Lighting Tech I/II	4.00	3.00	3.00	3.00
Traffic Control Device Technician	1.00	1.00	1.00	1.00

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Public Works Department (cont.)</b>				
<b>Transit</b>				
Office Assistant I/II	1.00	1.00	1.00	1.50
Office Assistant I/II - PPT	0.50	0.50	-	-
PW/Utilities Section Manager	-	-	-	1.00
Safety Officer	-	-	0.50	-
Transit Bus Driver - PPT (10 @ 80%)	8.00	8.00	8.00	8.00
Transit Bus Driver - PPT (7 @ 80%)	5.60	5.60	-	-
Transit Chief	1.00	1.00	1.00	-
Transit Coordinator	1.00	1.00	0.50	1.00
Transit Scheduler	1.00	1.00	1.00	1.00
Transit Trainer	1.00	1.00	1.00	1.00
<b>Total Public Works Department</b>	<b>73.70</b>	<b>70.70</b>	<b>54.75</b>	<b>55.50</b>
<b>Redevelopment and Housing</b>				
Redevelopment and Housing Director	1.00	1.00	0.50	-
Administrative Assistant	1.00	1.00	1.00	1.00
Associate Civil Engineer	0.50	0.50	1.00	1.00
Associate Planner	-	-	-	0.50
Building Trades Worker	-	1.00	1.00	1.00
Construction Inspector I/II	-	1.00	-	-
Housing Manager	1.00	-	-	-
Marketing and Graphics Coordinator	-	-	-	0.50
Principal Engineer	-	1.00	1.00	-
Principal Planner	1.00	1.00	1.00	-
Residential Programs Specialist	1.00	1.00	-	-
Senior Planner	-	-	-	1.00
<b>Total Redevelopment and Housing</b>	<b>5.50</b>	<b>7.50</b>	<b>5.50</b>	<b>5.00</b>
<b>Utilities Department</b>				
<b>Administration</b>				
Utilities Director	1.00	1.00	0.50	0.50
Administrative Assistant	1.00	1.00	1.00	1.00
Assistant Civil Engineer	2.00	1.00	1.00	1.00
Assistant Director	2.00	-	-	-
Associate Civil Engineer	1.00	1.00	1.00	1.00
Engineering Technician I/II	1.00	1.00	1.00	1.00
Marketing and Graphics Coordinator	-	-	-	0.50
Office Assistant I/II	1.00	1.00	-	-
Principal Engineer	-	1.00	1.00	-
PW/Utilities Section Manager	-	-	-	2.00
Senior Civil Engineer	2.00	2.00	2.00	-
Senior Construction Inspector	-	1.00	-	-

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Utilities Department (cont.)</b>				
<b>Administration (cont.)</b>				
Senior Management Analyst	-	1.00	1.00	1.00
Senior Office Assistant	1.00	1.00	1.00	1.00
Water Conservation Specialist	1.00	-	-	-
Water Management Coordinator	1.00	1.00	1.00	1.00
Water Management Specialist	1.00	2.00	2.00	2.00
<b>Wastewater</b>				
Engineering Technician I/II	1.00	1.00	-	-
Maintenance Worker I/II	4.00	2.00	1.00	1.00
Senior Wastewater Collection Technician	-	2.00	2.00	2.00
Senior Water/Sewer Service Worker	1.00	-	-	-
Utilities Technician	1.00	1.00	1.00	1.00
Wastewater Collection Supervisor	-	1.00	1.00	1.00
Wastewater Collection Tech I/II	-	9.00	10.00	10.00
Water/Sewer Service Supervisor	1.00	-	-	-
Water/Sewer Service Worker I/II	8.00	-	-	-
<b>Solid Waste Collections</b>				
Refuse Driver	29.00	27.00	27.00	27.00
Office Assistant I/II	3.00	3.00	2.00	2.00
Senior Maintenance Worker	2.00	2.00	2.00	2.00
Senior Office Assistant	1.00	1.00	1.00	1.00
Solid Waste Manager	1.00	-	-	-
Solid Waste Supervisor	1.00	-	-	-
<b>Hazardous Materials</b>				
Environmental Specialist Supervisor	1.00	1.00	1.00	1.00
Environmental Specialist II - PPT	0.50	-	-	-
Hazardous Materials Coordinator	1.00	1.00	1.00	1.00
Senior Environmental Specialist	1.00	1.00	1.00	1.00
<b>Recycling</b>				
Environmental Specialist II	1.00	1.00	0.50	1.00
Environmental Specialist Supervisor	1.00	1.00	1.00	1.00
Safety Officer	-	-	0.50	-
Senior Environmental Specialist	1.00	1.00	1.00	1.00
<b>Utility Maintenance</b>				
Maintenance Worker I/II	2.00	3.00	1.00	1.00
Senior Water Utility Worker - LT	-	1.00	-	-
Senior Water Utility Worker	-	-	1.00	1.00
Senior Water/Sewer Service Worker	1.00	-	-	-
Utility Maintenance Supervisor	-	1.00	1.00	1.00
Water Utility Worker I/II	-	4.00	6.00	6.00
Water/Sewer Service Supervisor	1.00	-	-	-
Water/Sewer Service Worker I/II	5.00	-	-	-

	FY08 Approved	FY09 Approved	FY11 Approved	FY12 Approved
<b>Utilities Department (cont.)</b>				
<b>Water Treatment Plant</b>				
Lead Plant Mechanic	1.00	1.00	1.00	1.00
Maintenance Worker I/II	2.00	1.00	1.00	1.00
Office Assistant I/II	1.00	1.00	1.00	1.00
Plant Mechanic	1.00	1.00	1.00	1.00
Senior Water Treatment Plant Operator	1.00	-	-	-
Utilities Manager	1.00	1.00	1.00	-
Water Management Coordinator	1.00	-	-	-
Water Treatment Plant Chief Operator	-	1.00	1.00	1.00
Water Treatment Plant Operator III	2.00	3.00	3.00	3.00
Water Treatment Plant Supervisor	1.00	1.00	1.00	1.00
<b>Water Quality</b>				
Water Distribution Chief Operator	1.00	1.00	1.00	1.00
Water Distribution Operator I/II	-	3.00	3.00	3.00
Water Treatment Plant Operator I/II	3.00	-	-	-
Water Quality Technician	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00
<b>Water Metering Program</b>				
Maintenance Worker I/II - LT	-	3.00	-	-
Meter Supervisor - LT	-	1.00	-	-
Utility Maintenance Supervisor	-	-	1.00	1.00
<b>Total Utilities Department</b>	<b>100.50</b>	<b>99.00</b>	<b>91.50</b>	<b>90.00</b>
<b>Total Staffing Positions</b>				
	<b>585.98</b>	<b>547.50</b>	<b>460.80</b>	<b>448.30</b>





# Operating Indicators

## CITY OF FOLSOM, CALIFORNIA Operating Indicators by Function/Program Last Five Fiscal Years

<u>Function/Program</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
<b>Police (1)</b>					
Misdemeanor and felony arrests	1,807	1,920	2,031	2,009	1,855
Citations	10,922	14,566	16,055	16,328	13,186
Collisions	1,536	1,521	1,393	1,390	1,367
<b>Fire</b>					
Structure Fire	39	46	37	36	23
Vehicle Fires	28	23	26	16	17
Brush/Grass/Wildland Fires	20	30	24	21	25
Other Fires	87	99	87	73	53
Ambulance transports	3,233	3,394	3,133	3,167	2,608
Medical responses	3,843	3,638	3,953	3,989	3,409
Inspections completed	171	390	280	527	1,457
<b>Other public works</b>					
Lane miles of street overlay	18	15	7	5	10
Curb miles of streets swept	4,537	4,546	4,876	6,756	1,530
Hot pour crack seal applied (lineal ft.)	-	-	255,000	16,615	550,000
Square feet of street patch	386,000	56,000	130,400	44,672	243,750
Number of miles of road added	5	7	2	-	-
Number of traffic signals added	10	-	2	-	-
Number of streetlights added	104	134	26	-	-
Number of miles of storm drains added	2	7	2	-	1
Area of Slurry Seal applied (square feet)	N/A	N/A	7,110,000	7,333,745	3,690,000
<b>Parks and Recreation</b>					
Aquatic center number of paid admissions	58,633	51,546	51,254	55,505	56,466
Community facilities number of reservations	4,714	3,921	4,035	3,839	3,046
Community facilities number of paid rentals	780	712	791	956	978
Total park acreage	312	466	435	435	435
Open space acreage	350	359	359	361	409
Trails maintenance	22	22	22	24	34
Recreation division program participation	419,003	480,261	551,244	532,474	522,803
Zoo attendance	110,200	125,065	117,828	107,827	100,423
<b>Library</b>					
Volumes in collection	67,234	73,115	92,100	102,215	111,726
Total volumes borrowed	308,345	360,064	542,371	664,251	666,612

**CITY OF FOLSOM, CALIFORNIA  
Operating Indicators by Function/Program  
Last Five Fiscal Years**

<u>Function/Program</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
<b>Water</b>					
New connections	1,582 (2)	491	244	218	181
Water main breaks	5	2	4	3	3
Daily average consumption in gallons	25.7 MGD	21.4MGD	22.1MGD	24.3 MGD	20.9
Maximum daily capacity of plant in gallons	50 MGD	50 MGD	50 MGD	50 MGD	50 MGD
<b>Wastewater</b>					
Average daily sewage treatment (thousands of gallons)					
Daily average flow in gallons	8.09 MGD	8.13 MGD	8.0 MGD	7.0 MGD	6.95 MGD
Maximum daily pump station capacity in gallons	12 MGD	12 MGD	12 MGD	12 MGD	12 MGD
<b>Refuse collection</b>					
Solid Waste (tons per day)	144	151	147	138	138
Recycling (tons per day)	36	44	44	41	38
Green Waste (tons per day)	32	35	39	32	34
<b>Transit</b>					
Total route miles	286,199	265,957	271,651	241,675	197,875
Passengers-Folsom Stage Line	97,128	89,568	94,113	101,590	64,880
Passengers-Light Rail	458,544	797,628	929,201	780,756	764,660

N/A - Data not available

(1) Police statistics are for calendar, not fiscal year

(2) Amount includes individual mobile homes.

# Indicators

## Indicators

The tables below illustrate significant financial trend performance indicators.

		Fiscal Year Ending June 30				
		2001	2002	2003	2004	2005
Indicator 1	Municipal productivity (Resident per budgeted FTE)	n/a	n/a	134.3	131.0	127.2
Indicator 2	Revenues per capita (constant \$)	1,231	1,314	1,137	1,292	1,307
Indicator 3	Restricted Revenues	20.9%	11.7%	14.3%	10.6%	20.9%
Indicator 4	Intergovernmental Revenues	5.7%	4.8%	7.1%	5.7%	8.3%
Indicator 5	Elastic Tax Revenues	13.6%	11.1%	13.3%	12.4%	13.5%
Indicator 6	Taxable sales tax transaction (000)	1,202,827	1,329,157	1,424,212	1,744,467	1,724,491
Indicator 6.1 *	Taxables sales tax transaction growth rate	15.6%	10.5%	7.2%	22.5%	-1.1%
Indicator 7	Property Tax Revenues (constant \$)	8,101,411	9,002,954	9,729,672	10,346,894	10,984,938
Indicator 7.1	Property Tax Revenues growth rate	8.1%	11.1%	8.1%	6.3%	6.2%
Indicator 8	Expenditures per capita (constant \$)	1,178	1,199	1,179	1,181	1,429
Indicator 9	Benefits as a % of Salaries	40.2%	43.1%	40.4%	48.7%	54.7%
Indicator 10	Public Safety Expenditures as a % of General Fund Expenditures	50.8%	48.0%	54.7%	53.8%	55.8%
Indicator 11	General Government expenditures as a % of General Fund expenditures	22.8%	22.4%	22.5%	21.8%	20.1%
Indicator 12	Public works expenditures as a % of General Fund expenditures - <b>does not include transfers out</b>	7.7%	7.1%	7.7%	7.2%	7.1%
Indicator 13 **	Culture and Recreation expenditures as a % of General Fund expenditures - <b>does not include subsidy transfer out</b>	9.4%	8.1%	9.2%	9.8%	9.2%
Indicator 14	Salaries as a % of General Fund expenditures - <b>does not include transfers out</b>	60.0%	56.8%	47.0%	48.8%	48.5%
Indicator 15	Benefits as a % of General Fund expenditures - <b>does not include transfers out</b>	25.4%	25.5%	19.7%	24.4%	27.6%
Indicator 16	General Fund Revenues per Capita (Constant \$)	\$ 3.64	\$ 3.60	\$ 3.61	\$ 3.63	\$ 4.15
Indicator 17	General Fund Expenditures per Capita (Constant \$)	\$ 3.23	\$ 3.74	\$ 3.43	\$ 3.78	\$ 4.10
Indicator 18	General Fund Cash per Capita	\$ 189.20	\$ 146.05	\$ 191.03	\$ 199.59	\$ 158.59

\*FY 2010 data not yet available from California Board of Equalization.

\*\*FY 2009 Culture & Recreation includes all of Recreation (Aquatics, Sports Complex, etc.) and the Library.

Fiscal Year Ending June 30							
2006	2007	2008	2009	2010			
125.0	126.2	123.9	130.8	141.1	Municipal productivity (Resident per budgeted FTE)	Indicator 1	
1,510	1,622	1,720	1,465	1,497	Revenues per capita (constant \$)	Indicator 2	
16.0%	11.9%	13.0%	14.7%	12.1%	Restricted Revenues	Indicator 3	
5.3%	5.8%	7.7%	6.7%	5.6%	Intergovernmental Revenues	Indicator 4	
10.5%	8.7%	7.5%	8.2%	6.5%	Elastic Tax Revenues	Indicator 5	
1,669,467	1,631,190	1,364,174	1,227,670	N/A	Taxable sales tax transaction (000)	Indicator 6	
-3.2%	-2.3%	-16.4%	-10.0%	N/A	Taxables sales tax transaction growth rate	Indicator 6.1 *	
11,862,616	13,435,990	13,692,371	14,181,211	13,985,696	Property Tax Revenues (constant \$)	Indicator 7	
8.0%	13.3%	1.9%	3.6%	-1.4%	Property Tax Revenues growth rate	Indicator 7.1	
1,521	1,657	1,846	1,638	1,617	Expenditures per capita (constant \$)	Indicator 8	
48.1%	49.5%	49.5%	50.4%	54.6%	Benefits as a % of Salaries	Indicator 9	
51.5%	58.3%	57.7%	45.3%	49.7%	Public Safety Expenditures as a % of General Fund Expenditures	Indicator 10	
23.6%	22.8%	23.8%	21.5%	25.1%	General Government expenditures as a % of General Fund expenditures	Indicator 11	
2.1%	2.5%	2.3%	1.8%	1.7%	Public works expenditures as a % of General Fund expenditures - <b>does not include transfers out</b>	Indicator 12	
8.7%	9.2%	9.0%	16.8%	17.0%	Culture and Recreation expenditures as a % of General Fund expenditures - <b>does not include subsidy transfer out</b>	Indicator 13 **	
50.0%	49.7%	50.8%	45.8%	44.5%	Salaries as a % of General Fund expenditures - <b>does not include transfers out</b>	Indicator 14	
24.6%	24.9%	24.7%	23.0%	24.4%	Benefits as a % of General Fund expenditures - <b>does not include transfers out</b>	Indicator 15	
\$ 4.70	\$ 4.30	\$ 4.15	\$ 5.29	\$ 4.27	General Fund Revenues per Capita (Constant \$)	Indicator 16	
\$ 4.33	\$ 4.31	\$ 4.44	\$ 5.40	\$ 4.78	General Fund Expenditures per Capita (Constant \$)	Indicator 17	
\$ 226.75	\$ 16.30	\$ 35.86	\$ 149.86	\$ 99.01	General Fund Cash per Capita	Indicator 18	

\*FY 2010 data not yet available from California Board of Equalization.

\*\*FY 2009 Culture & Recreation includes all of Recreation (Aquatics, Sports Complex, etc.) and the Library.

**WATER FUND**

The tables below illustrate significant financial trend performance indicators.

		Fiscal Year				
		2001	2002	2003	2004	2005
<b>Water</b>						
Indicator 1	Current Ratio - (Current Assets/Current Liabilities)	14.08	20.39	14.00	10.69	3.07
Indicator 2	Asset Turnover (Charges for svcs/Capital assets)	8.9%	8.6%	9.1%	9.2%	6.5%
Indicator 3	Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	0.22	0.13	0.15	0.00	(0.25)
Indicator 4	Depreciation Expense - (Depreciation Expense/Total cap. assets)	1.7%	1.8%	1.9%	2.8%	2.7%
Indicator 5	Change in net assets (Change in net assets/Charges for svcs)	2.08	1.93	0.86	0.93	0.26
Indicator 6	Change in net assets vs. Total assets	14.8%	12.6%	6.0%	6.7%	1.5%
Indicator 7	Change in net assets vs. Operating cash flow	5.04	5.82	2.02	2.91	0.68
Indicator 8	Debt repayment	0.16	0.20	0.14	0.18	0.16
Indicator 9	Operating \$ flow vs. Change in net assets	0.20	0.17	0.50	0.34	1.47
Indicator 10	Change in current assets vs. Change in net assets	0.43	0.57	0.20	(0.12)	(4.70)
Indicator 11	Change in current liabilities vs. Change net assets	0.02	(0.00)	0.10	0.06	1.26
Indicator 12	\$ flow from operations/Charges from services	0.41	0.33	0.43	0.32	0.39
Indicator 13	Salaries as a percentage of operating expenses	21.9%	19.6%	19.5%	18.4%	18.7%
Indicator 14	Benefits as a percentage of operating expenses	8.9%	9.2%	8.4%	10.1%	10.6%
Indicator 15	Cost to process one gallon of water	0.00105385	0.00100517	0.00138738	0.00171792	0.00313263

Fiscal Year						
2006	2007	2008	2009	2010		
6.02	4.36	5.03	2.34	1.28	Current Ratio - (Current Assets/Current Liabilities)	Indicator 1
8.1%	8.8%	10.4%	11.8%	11.6%	Asset Turnover (Charges for svcs/Capital assets)	Indicator 2
(0.02)	(0.03)	0.14	(0.07)	(0.38)	Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	Indicator 3
2.5%	2.5%	2.6%	3.3%	3.6%	Depreciation Expense - (Depreciation Expense/Total cap. assets)	Indicator 4
0.44	0.29	0.11	(0.32)	(0.58)	Change in net assets (Change in net assets/Charges for svcs)	Indicator 5
3.2%	2.3%	1.1%	-3.5%	-6.4%	Change in net assets vs. Total assets	Indicator 6
13.80	0.95	0.37	(1.35)	10.28	Change in net assets vs. Operating cash flow	Indicator 7
3.13	0.24	0.21	0.25	(1.18)	Debt repayment	Indicator 8
0.07	1.05	2.67	(0.74)	0.10	Operating \$ flow vs. Change in net assets	Indicator 9
0.21	(1.19)	0.43	0.58	0.65	Change in current assets vs. Change in net assets	Indicator 10
(0.52)	0.04	(0.16)	(0.36)	0.07	Change in current liabilities vs. Change net assets	Indicator 11
0.03	0.31	0.31	0.24	(0.06)	\$ flow from operations/Charges from services	Indicator 12
19.2%	18.2%	19.4%	15.0%	14.8%	Salaries as a percentage of operating expenses	Indicator 13
9.9%	9.7%	10.7%	8.8%	8.7%	Benefits as a percentage of operating expenses	Indicator 14
0.00300823	0.002091	0.001718	0.002112	0.002789	Cost to process one gallon of water	Indicator 15

**WASTEWATER FUND**

The tables below illustrate significant financial trend performance indicators.

Wastewater		Fiscal Year				
		2001	2002	2003	2004	2005
Indicator 1	Current Ratio - (Current Assets/Current Liabilities)	1.53	1.13	1.04	1.61	1.71
Indicator 2	Asset Turnover (Charges for svcs/capital assets)	5.7%	5.7%	7.5%	15.6%	15.1%
Indicator 3	Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	(1.59)	(1.26)	(0.51)	0.39	0.05
Indicator 4	(Depreciation Expense/Total cap. Assets)	2.0%	2.5%	2.6%	2.6%	3.0%
Indicator 5	Change in net assets (Change in net assets/charges for svcs)	2.31	0.84	1.14	1.37	0.46
Indicator 6	Change in net assets vs. total assets	11.0%	4.4%	7.9%	19.3%	6.4%
Indicator 7	Change in net assets vs. operating cash flow	(3.77)	(0.51)	(9.76)	3.92	1.38
Indicator 8	Debt repayment	0.00	0.00	0.00	0.04	0.04
Indicator 9	Operating \$ flow vs. change in net assets	(0.27)	(1.98)	(0.10)	0.25	0.72
Indicator 10	Change in current assets vs. change in net assets	0.07	(2.00)	0.07	0.24	(0.23)
Indicator 11	Change in current liabilities vs. change net assets	0.27	(0.93)	0.13	0.05	(0.19)
Indicator 12	\$ flow from operations/charges from services	(0.61)	(1.65)	(0.12)	0.35	0.34
Indicator 13	Salaries as a percentage of operating expenses	14.3%	15.9%	17.8%	21.4%	18.0%
Indicator 14	Benefits as a percentage of operating expenses	5.8%	7.3%	6.6%	10.7%	10.6%



Fiscal Year						
2006	2007	2008	2009	2010		
					Current Ratio - (Current Assets/Current Liabilities)	Indicator 1
2.39	2.89	3.25	2.84	3.76		
					Asset Turnover (Charges for svcs/capital assets)	Indicator 2
14.4%	13.6%	14.9%	16.1%	16.5%		
					Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	Indicator 3
0.29	0.25	0.28	0.33	0.34		
					(Depreciation Expense/Total cap. Assets)	Indicator 4
3.1%	3.1%	3.2%	3.5%	3.4%		
					Change in net assets (Change in net assets/charges for svcs)	Indicator 5
0.52	0.47	0.28	(0.14)	0.07		
					Change in net assets vs. total assets	Indicator 6
6.6%	5.8%	3.7%	-1.9%	1.0%		
					Change in net assets vs. operating cash flow	Indicator 7
1.00	1.15	0.54	(0.23)	0.14		
					Debt repayment	Indicator 8
0.03	0.03	0.03	0.00	(0.10)		
					Operating \$ flow vs. change in net assets	Indicator 9
1.00	0.87	1.85	(4.30)	7.08		
					Change in current assets vs. change in net assets	Indicator 10
0.55	(0.29)	0.94	0.28	1.48		
					Change in current liabilities vs. change net assets	Indicator 11
0.03	(0.24)	0.20	(0.19)	(0.59)		
					\$ flow from operations/charges from services	Indicator 12
0.52	0.41	0.52	0.59	0.52		
					Salaries as a percentage of operating expenses	Indicator 13
28.0%	26.0%	28.1%	30.2%	31.3%		
					Benefits as a percentage of operating expenses	Indicator 14
14.7%	14.8%	15.7%	17.6%	19.0%		

**SOLID WASTE FUND**

The tables below illustrate significant financial trend performance indicators.

Solid Waste		Fiscal Year				
		2001	2002	2003	2004	2005
Indicator 1	Current Ratio - (Current Assets/Current Liabilities)	2.21	1.64	1.28	5.98	6.64
Indicator 2	Asset Turnover (Charges for svcs/capital assets)	7.37	10.25	5.62	8.66	6.35
Indicator 3	Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	0.10	0.06	0.16	0.36	0.24
Indicator 4	Depreciation Expense - (Depreciation Expense/Total	0.31	0.33	0.14	0.36	0.26
Indicator 5	Change in net assets (Change in net assets/charges for svcs)	0.05	(0.07)	0.04	0.30	0.18
Indicator 6	Change in net assets vs. total assets	0.15	(0.27)	0.11	0.62	0.23
Indicator 7	Change in net assets vs. operating cash flow	0.42	(0.65)	0.21	0.83	0.66
Indicator 8	Debt repayment	0.29	0.24	0.00	0.11	0.31
Indicator 9	Operating \$ flow vs. change in net assets	2.35	(1.54)	4.76	1.21	1.52
Indicator 10	Change in current assets vs. change in net assets	1.51	0.75	0.77	0.70	1.44
Indicator 11	Change in current liabilities vs. change net assets	(0.04)	(0.02)	1.25	(0.20)	0.18
Indicator 12	\$ flow from operations/charges from services	0.12	0.11	0.18	0.36	0.27
Indicator 13	Salaries as a percentage of operating expenses	26.1%	26.3%	26.5%	30.4%	28.7%
Indicator 14	Benefits as a percentage of operating expenses	10.3%	12.9%	10.9%	15.4%	16.9%
Indicator 15	Cost per ton hauled	\$ 137.79	\$ 142.89	\$ 118.08	\$ 91.74	\$ 92.33

Fiscal Year						
2006	2007	2008	2009	2010		
1.89	2.08	1.90	1.29	2.62	Current Ratio - (Current Assets/Current Liabilities)	Indicator 1
3.21	3.25	4.12	4.53	7.81	Asset Turnover (Charges for svcs/capital assets)	Indicator 2
(0.07)	0.17	0.17	(0.03)	0.09	Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	Indicator 3
0.14	0.28	0.39	0.40	0.70	Depreciation Expense - (Depreciation Expense/Total Change in net assets (Change in net assets/charges for svcs)	Indicator 4
(0.18)	0.02	0.04	(0.12)	0.01	Change in net assets vs. total assets	Indicator 5
(0.32)	0.04	0.09	(0.28)	0.05	Change in net assets vs. operating cash flow	Indicator 6
(7.29)	0.10	0.15	(0.86)	0.12	Debt repayment	Indicator 7
1.33	0.34	0.25	0.62	0.34	Operating \$ flow vs. change in net assets	Indicator 8
(0.14)	10.20	6.79	(1.16)	8.66	Change in current assets vs. change in net assets	Indicator 9
2.01	0.53	(0.39)	0.26	(0.28)	Change in current liabilities vs. change net assets	Indicator 10
(0.21)	(0.22)	0.04	(0.29)	(5.28)	\$ flow from operations/charges from services	Indicator 11
0.02	0.25	0.29	0.13	0.13	Salaries as a percentage of operating expenses	Indicator 12
22.7%	29.9%	29.6%	23.9%	27.7%	Benefits as a percentage of operating expenses	Indicator 13
11.5%	16.6%	16.5%	14.9%	16.5%	Cost per ton hauled	Indicator 14
\$ 146.16	\$ 155.16	\$ 165.87	\$ 211.52	\$ 192.01		Indicator 15

# Appropriation Limit

In 1979, California voters approved Proposition 4 (Article XIII-B of the California State Constitution). Informally known as the “Gann Initiative,” Article XIII-B provides limits to the amount of tax proceeds state and local governments can spend each year. In 1980, the State Legislature added Section 9710 of the Government Code stating that the governing body of each City must establish, by resolution, an appropriations limit for the following year. The limit for any fiscal year is equal to the previous year’s limit, adjusted for population changes and the change in the U.S. Consumer Price Index (or California per capital personal income, if smaller). The necessary statistical information is provided by the California Department of Finance.

In 1990, Proposition 111 modified Article XIII-B. A city may choose which annual adjustments to use. The adjustment factors include the growth in the California Per Capita Income or the growth in the non-residential assessed valuation due to construction within the city, and the population growth within the city or county. The table below illustrates the computation used to derive the FY 2011-12 appropriation limits.

## RESOURCES

### PROCEEDS OF TAXES

Property Taxes	\$ 20,150,600
Sales Taxes	15,650,058
Special Taxes	1,688,600
State Subventions	5,895,000
Franchise Taxes	545,133
Business Licenses	530,000
	<hr/>

### TOTAL PROCEEDS OF TAXES

\$ 44,459,391

### NON-PROCEEDS OF TAXES

### TOTAL NON-PROCEEDS OF ALL TAXES

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109,078,934

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### TOTAL ALL RESOURCES

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153,538,325

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## APPROPRIATIONS

### SUBJECT TO LIMITATIONS:

### NOT SUBJECT TO LIMITATIONS:

\$ 20,916,077

16,645,098

13,132,574

29,378,126

12,944,084

16,062,975

-

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109,078,934

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153,538,325

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General Fund not financed with proceeds of taxes  
Special Revenue Funds  
Capital Project Funds  
Enterprise Funds  
Internal Service Funds  
Trust Funds  
Miscellaneous General Funds

Maximum allowable appropriation subject to limitations 2011-2012 fiscal year  
Less: Total appropriation subject to limitation for 2011-2012 fiscal year

\$65,081,061  

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(44,459,391)

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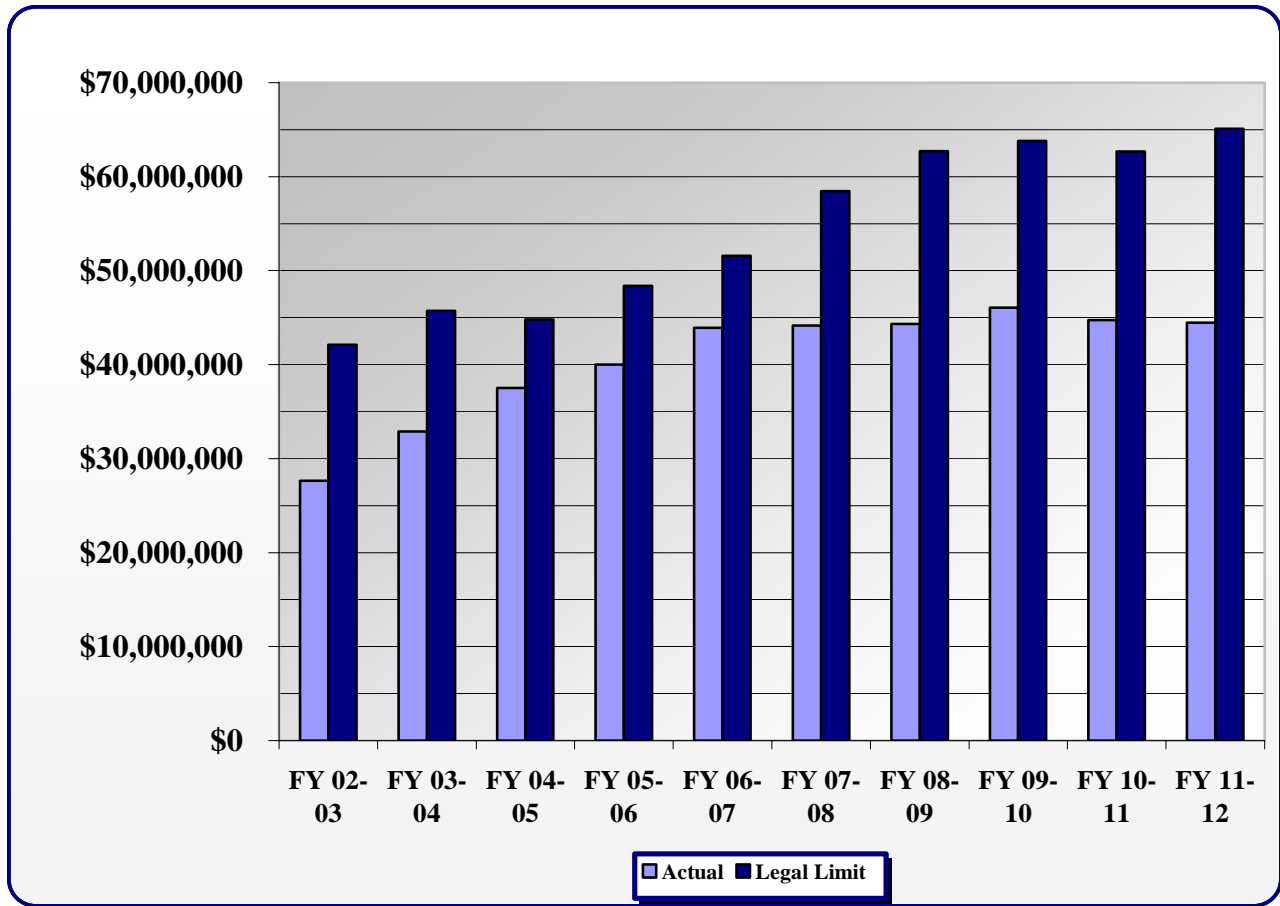
BALANCE UNDER ARTICLE XIII B LIMIT:

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\$ 20,621,670

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### Comparison of Appropriations Limit from FY 2002-03 to FY 2011-12



**RESOLUTION NO. 8847**

**A RESOLUTION ADOPTING THE FISCAL YEAR 2011-12 OPERATING BUDGET AND CAPITAL IMPROVEMENT PLAN FOR THE CITY OF FOLSOM, THE FOLSOM REDEVELOPMENT AGENCY, AND THE FOLSOM PUBLIC FINANCING AUTHORITY AND APPROVAL OF THE GANN LIMIT**

**WHEREAS**, Section 3.02.030 of the Folsom Municipal Code states “An Annual Budget shall be prepared by the City Manager, with the assistance of the Finance Director . . .”; and

**WHEREAS**, on the 12th day of April 2011, the City Manager presented to the City Council the FY 2011-12 Preliminary Operating Budget; and

**WHEREAS**, on the 11th day of May 2011, the City Manager presented to the City Council the FY 2011-12 Preliminary Capital Improvement Plan; and

**WHEREAS**, the Preliminary Budgets include the budget recommendations of each office and department of the City, including the FY 2011-12 Preliminary Budget for the Folsom Redevelopment Agency and the Folsom Public Financing Authority; and

**WHEREAS**, the Capital Improvement Plan has been incorporated into the Final Operating Budget for Fiscal Year 2011-12; and

**WHEREAS**, the Budget sets forth the “Proposition 4 Appropriations Limitation Schedule”, computed using the City population growth factor of 1.30% and the California Per Capita personal income change factor of -2.51% as determined by the State of California, Department of Finance, for the FY 2011-12 of the City of Folsom; and

**WHEREAS**, the Operating Budget and the Capital Improvement Plan, as well as the “Proposition 4 Appropriations Limitation Schedule,” are on file and available for inspection in the Office of the City Clerk, the City Library and the City website; and

**WHEREAS**, the City Council reviewed the Preliminary Operating Budget and all components thereof on April 12, 2011, and May 10, 2011; and

**WHEREAS**, the City Council reviewed the Preliminary Capital Improvement Plan Budget and all components thereof on May 11, 2011.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Folsom that the summary of revenues and summary of appropriation by funds shown in the FY 2011-12 operating budget document now includes the Capital Improvement Plan, are hereby appropriated to the departments’ offices and operations in the amounts and for the objects and purposes therein stated.


**PASSED AND ADOPTED** this 24<sup>th</sup> day of May 2011, by the following roll-call vote:

**AYES:** Council Member(s): Sheldon, Starsky, Howell, Morin

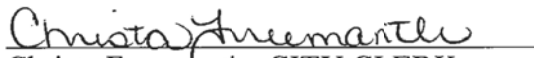
**NOES:** Council Member(s): None

**ABSENT:** Council Member(s): Miklos

**ABSTAIN:** Council Member(s): None

  
\_\_\_\_\_  
Andrew J. Morin, MAYOR

ATTEST:

  
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Christa Freeman, CITY CLERK

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## *Glossary of Terms*

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**ACCRUAL BASIS** – Sometimes called “full accrual” basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

**ACCUMULATED DEPRECIATION** – The amount of depreciation that has accumulated to date during the existing useful life of City assets.

**ADOPTED BUDGET** – The City Council approved annual budget establishing the legal authority for the expenditure of funds as set forth in the budget resolution adopted by Council.

**APPROPRIATION** – An authorization by the City Council to make expenditures and to incur obligations for a specific purpose. An appropriation is usually limited in amount as to the time when it may be expended.

**APPROPRIATION RESOLUTION** – The official enactment by a legislative body establishing the legal authority for officials to obligate and expend resources.

**ASSESSED VALUATION** – A dollar value placed on real estate or other property by Sacramento County as a basis for levying property taxes.

**ASSESSMENT DISTRICT** – Not a separate government entity, but rather a defined area of land that will benefit from the acquisition, construction, or maintenance of a public improvement.

**AUDIT** – A systematic collection of sufficient and competent evidential matter needed to attest to the fairness of management’s assertions in the financial statements, or to evaluate whether management has efficiently and effectively carried out its responsibility.

**BALANCED BUDGET** - The total sum of revenues budgeted equal the total amount of the expenditures budgeted.

**BEGINNING/ENDING FUND BALANCE** – Appropriated resources available in a fund from the prior/current year after payment of the prior/current year’s expenses. This is not necessarily cash on hand.

**BOND** – A City may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future together with periodic interest at a special rate.

**BUDGET** – A plan of financial operation listing an estimate of proposed applications or expenses and the proposed means of financing them for a particular time period. The budget is proposed until it has been approved by the City Council.

**BUDGET CALENDAR** – A schedule of key dates and milestones that a government follows in the preparation and adoption of the budget.



**BUDGET MESSAGE** – Included in the opening section of the budget, the Budget Message provides the Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

**CAPITAL EXPENDITURES** - Expenditures which result in acquisitions of or addition to fixed assets - including furniture, vehicles, machinery and equipment - and the costs necessary to place the capital item into service.

**CAPITAL IMPROVEMENT** – A permanent addition to the City’s assets, including the design, construction, or purchase of land, buildings, or facilities, or major renovations of the same.

**CAPITAL IMPROVEMENT PROGRAM** – A financial plan of proposed capital improvement projects with single and multiple-year capital expenditures. This program plans for five years and is updated annually.

**CAPITAL OUTLAY** – A budget category which budgets all equipment having a unit cost of more than \$5,000 and an estimated useful life of over one year. Capital outlay is budgeted in the operating budget.

**CERTIFICATES OF PARTICIPATION** – Form of lease-purchase financing used to construct or acquire capital facilities and equipment.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)** – A federal grant that aims to develop viable urban communities by providing decent housing, a suitable living environment, and expanded opportunities for persons of low and moderate income. The City of Folsom receives an annual CDBG entitlement from the U.S. Department of Housing and Urban Development.

**DEBT SERVICE** – Payment of the principal and interest on an obligation resulting from the issuance of bonds or notes.

**DEFICIT** – An excess of expenditures or expenses over resources.

**DEPARTMENT** – A major organizational unit of the City that has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

**DEPRECIATION** – The decrease in value of physical assets due to use and the passage of time.

**DEVELOPMENT IMPACT FEE** – Fees placed on the development of land or conditions required for the approval of a development project such as the donation (dedication or exaction) of certain land (or money) to specific public uses. The fees are typically justified as an offset to the future impact that development will have on existing infrastructure.

**ENCUMBRANCES** – A legal obligation to pay funds for an expenditure that has not yet occurred. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**ENTERPRISE FUNDS** – This fund type is used to account for operations that are: (a) financed and operated in a manner similar to private sector enterprises and it is the intent of the City that the costs (including depreciation) for providing goods or services to the general public be financed or recovered primarily through the user charges; or (b) the City or an outside grantor agency has determined that a periodic determination of revenues earned, expenses, and net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The City has established the following enterprise funds: water, sewer, solid waste, transit, and recreation.

**EXPENDITURE** – The outflow of funds paid or to be paid for an asset or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

**FIDUCIARY FUNDS** - Used to report assets held in a trustee or agency capacity for others.

**FISCAL YEAR** – A 12-month period of time to which the budget applies. The City of Folsom’s fiscal year is July 1 through June 30.

**FULL-TIME EQUIVALENT (FTE)** – The decimal equivalent of a part-time position converted to a full-time base (i.e., one person working half time would equate to 0.5 FTE).

**FUND** – An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created. The seven generic fund types used by the City are: General Fund, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

**FUND BALANCE** – The amount of financial resources available for use. Generally, this represents the detail of all the annual operating surpluses and deficits since the fund’s inception. Also known as the financial position, fund balance is the excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing issues.

**GANN APPROPRIATIONS LIMIT** – This term refers to Article XIII B of the California State Constitution that places limits on the amount of proceeds from taxes that state and local governmental agencies can receive and spend each year.

**GAS TAX** – Administered by the State Board of Equalization (SBOE), this is a per gallon tax on fuel used to propel a motor vehicle or aircraft. Use of the revenue is for research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** – Uniform minimum standards and guidelines for financial accounting and reporting.

**GENERAL FUND** – The primary fund of the City used to account for all revenues and expenditures of the City not legally restricted as to use. Examples of departments financed by the General Fund include the City Council, City Manager’s Office, Police, Fire, Personnel, Attorney’s Office, Finance, and others.

**GENERAL PLAN** – California State law requires each City to adopt a General Plan that describes the direction the City will take concerning its future development.

**GOAL** – The desired result of accomplishments within a given time frame.

**GOVERNMENTAL FUNDS** - Funds used to account for tax-supported activities.

**GRANT** – Contribution or gift or cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

**HTE** – The City’s primary financial, community development, and public safety software vendor.

**INFRASTRUCTURE** – Facilities on which the continuance and growth of the community depend on, such as roads, water lines, sewers, public buildings, etc.

**INTER-FUND TRANSFERS** – Monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses.

**INTERNAL SERVICE FUND** – Funds established to account for the financing of goods or services provided by one department for other departments within the City on a cost reimbursement basis.

**LANDSCAPE AND LIGHTING DISTRICT** – An assessment district that is formed for the maintenance of landscaping and street light improvements.

**MEASURE A** – Sacramento County voters approved a ½ cent sales tax funding source in the late 1980’s to fund specific transportation projects.

**MELLO ROOS DISTRICT** – The formation of a special tax district for the installation and maintenance of public improvements.

**MODIFIED ACCRUAL** – An adaptation of the accrual basis of accounting for governmental fund types. Revenues and other financing resources are recognized when they become available to finance expenditures for the current period. Expenditures are recognized when the fund liability is incurred.

**MOTOR VEHICLE IN-LIEU** – A State vehicle fee imposed on motorists for the privilege of operating a motor vehicle on the public highways. It is imposed “in-lieu” of a local property tax.

**MUNICIPAL CODE** – A book that contains City Council approved ordinances currently in effect. The Code defines City policy with respect to areas such as planning, zoning, building, etc.

**OBJECTIVES** – The necessary steps that need to be accomplished to achieve a desired goal.

**OPERATING BUDGET** – Annual appropriation of funds for on-going program costs, including salaries and benefits, services and supplies, debt service and capital outlay.

**OPERATING EXPENSES** – Expenditures for materials, supplies, and services which are ordinarily consumed within a fiscal year and which are not included in program inventories.

**ORDINANCE** – A formal legislative enactment by the City Council. It is the full force and effect of law within City boundaries unless pre-empted by a higher form of law. An ordinance has a higher legal standing than a resolution.

**PERFORMANCE MEASURES** – Performance measures are an important component of decision making, and at a minimum they should be based on program goals and objectives, measure program results or accomplishments, provide for comparisons over time, measure efficiency and effectiveness, and be reliable, verifiable, and understandable.

**PROPERTY TAX** – Property tax is imposed on real property (land and permanently attached improvements such as building) and tangible personal property located within the City.

**PROPOSED BUDGET** – This refers to the status of an annual budget which has been submitted by the City Manager and is pending public review and City Council adoption.

**REDEVELOPMENT AGENCY (RDA)** – A separate legal entity charged with the responsibility for elimination of blight through the process of redevelopment.

**REIMBURSEMENT** – The payment of an amount remitted on behalf of another party, department, or fund.

**RESERVE** – An account used to record a portion of the fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**RESOLUTION** – A special order of the City Council which has a lower legal standing than an ordinance.

**RETAINED EARNINGS** – An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

**REVENUE** – Amount received for taxes, fees, permits, licenses, interest, and intergovernmental sources during the fiscal year.

**REVENUE BONDS** – A type of bond usually issued to construct facilities. The bonds are repaid from the revenue produced by the operation of these facilities.

**SALARIES AND BENEFITS** – A budget category that generally accounts for full-time and temporary employees, overtime, and all employee benefits, such as medical, dental, and retirement.

**SPECIAL ASSESSMENT** – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND** – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**STAFFING** – A budget category which generally accounts for full-time and temporary employees.

**TAXES** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**TRANSIENT OCCUPANCY TAX (TOT)** – A tax imposed on travelers who stay in temporary lodging facilities within the City. Also referred to as a Hotel/Motel Tax.

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## *Directory of Acronyms*

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### *A*

AASHTO:	American Association of State Highway and Transportation Officials
AB:	Assembly Bill
ABW:	Automatic Backwash
ADA:	American's with Disabilities Act
ADAM:	Apparatus Deployment Analysis Module
AED:	Automated external defibrillator
ALS:	Advanced Life Support
APT:	Association of Public Treasurers

### *B*

B & GT:	Buildings & Ground Trust
BARB:	Box Area Response Builder

### *C*

CAD:	Computer Aided Dispatch
CAFR:	Comprehensive annual financial report
Cal PERS:	California Public Employees' Retirement System
CAP:	Citizen assisting police
CBD:	Central Business District
CCF:	Community Correctional Facility
CDPD:	Cellular Digital Packet Data
CEQA:	California Environmental Quality Act
CFD:	Community Facility District
CHP:	California Highway Patrol
CIP:	Capital Improvement Plan
CMC:	Certified Municipal Clerk
CMMS:	Computerized Maintenance Management System
CMO:	City Manager's Office
COP:	Certificates of Participation
CPR:	Cardiopulmonary resuscitation
CPSC:	Consumer Product Safety Commission
CRRF:	California Recovery & Recycling Facility
CRT:	Disposal cathode ray tube/T.V (includes computers)
CSMFO:	California Society of Municipal Finance Officers
CSUS:	California State University, Sacramento
CVPIA:	Central Valley Project Improvement Act
CY:	Corporation yard

### *D*

DHS:	Department of Health Services
DOC:	Department of Corrections

***E***

EDITH: Exit Drills in the Home  
EIR: Environmental Impact Report  
EMS: Emergency Medical Service

***F***

F/A LRE: Folsom Amtrak Light Rail Extension  
FCUSD: Folsom Cordova Unified School District  
FED Corp: Folsom Economic Development Corporation  
FMLA: Family Medical Leave Act  
FPPC: Fair Political Practices Commission  
FT: Full-time  
FTA: Federal Transit Act  
FTE: Full time equivalent  
FTBID: Folsom Tourism Business Improvement District  
FY: Fiscal Year

***G***

GASB: Government Accounting Standards Board  
GF: General Fund  
GFOA: Government Finance Officer's Association of the United States and Canada  
GIS: Geographic Information System  
GO: General Obligations  
GPRS: General Packet Radio Service

***H***

HBRR: Highway Bridge Rehabilitation & Replacement  
HBWC: Humbug Willow Creek  
HES: Hazard Elimination and Safety  
HHW: Household Hazardous Waste  
HIPPA: Health Insurance Portability and Accountability Act of 1996  
HUD: U.S. Department of Housing and Urban Development

***I***

IS: Information Systems  
IT: Information Technology

***J***

JPA: Joint Powers Authority

***L***

LED: Light Emitting Diode  
LT: Limited term

***M***

MDC: Mobile Data Computer

MGD: Millions of Gallons per day

### *N*

NPDES: National Pollutant Discharge Elimination System

NTU: Nephelometric Turbidity Units

### *O*

OSHA: Occupational Safety & Health Agency

### *P*

PG & E: Pacific Gas and Electric

PMP: Pedestrian Master Plan

PPT: Permanent part-time

PRA: Public Records Act

PSAP: Public safety answering point

### *R*

RFP: Request for Proposal

ROW: Right-of-way

RT: Regional Transit

RWQCB: Regional Water Quality Control Board

### *S*

SACOG: Sacramento Area Council of Government

SCADA: Supervisory Control and Data Acquisition

SDP: Services Delivery plan

SMUD: Sacramento Municipal Utility District

SPR: Southern Pacific Railroad

SRRE: Source Reduction and Recycling Element

SRTD: Sacramento Regional Transit District

SSMP: Sanitary Sewer Management Plan

SWOT: Strengths, Weaknesses, Opportunities and Threats

### *T*

TOT: Transient Occupancy Tax

TPT: Temporary part-time

### *U*

USBR: U.S. Bureau of Reclamation

### *V*

VLF: Vehicles License Fee

### *W*

WTP: Water Treatment Plant