



# *City of Folsom*



**FY 2012-2013  
Preliminary  
Operating Budget**



### *Folsom's Sphere of Influence Annexation*

On January 18, 2012, the City of Folsom annexed approximately 3,600 acres of land after unanimous approval by the Sacramento County Local Agency Formation Commission. Located south of its former City limits and Highway 50, this area is known as the Folsom Sphere of Influence (SOI) or now the Folsom Plan Area. This was a tremendous accomplishment for the City after more than a decade of planning by elected City officials, staff, and property owners, as well as ongoing public review, debate and a citywide election.

The Folsom Plan Area is nearly six square miles in total, representing a 25 percent increase in Folsom's physical size. While the land will likely be developed gradually over the next 20 to 30 years by private property owners, thirty percent of it will be preserved as open space and wetlands, including the oak woodlands on the eastern side of the property. Development of the land, at build-out, will include thousands of single and multi-family housing units, and industries in the high-tech and medical fields creating about 13,000 jobs. Plans for development will also include more than 300 acres of parks, 500 acres of commercial, industrial and office space, and a public transit corridor.

The next steps in the process are detailing phasing plans for such infrastructure, including roadways, water conveyance, gas and electricity, and identifying the funding for these long-term projects.

# *City of Folsom, California*

## *Preliminary Operating Budget Fiscal Year 2012-13*

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*April 2012*





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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 2012-2013 (FY13). This budget document provides detailed information about the revenues and expenditures forecast for the City in the coming year.

### **CURRENT FISCAL YEAR 2011-12**

The City of Folsom continues to feel the effects of 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 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 2012-13**

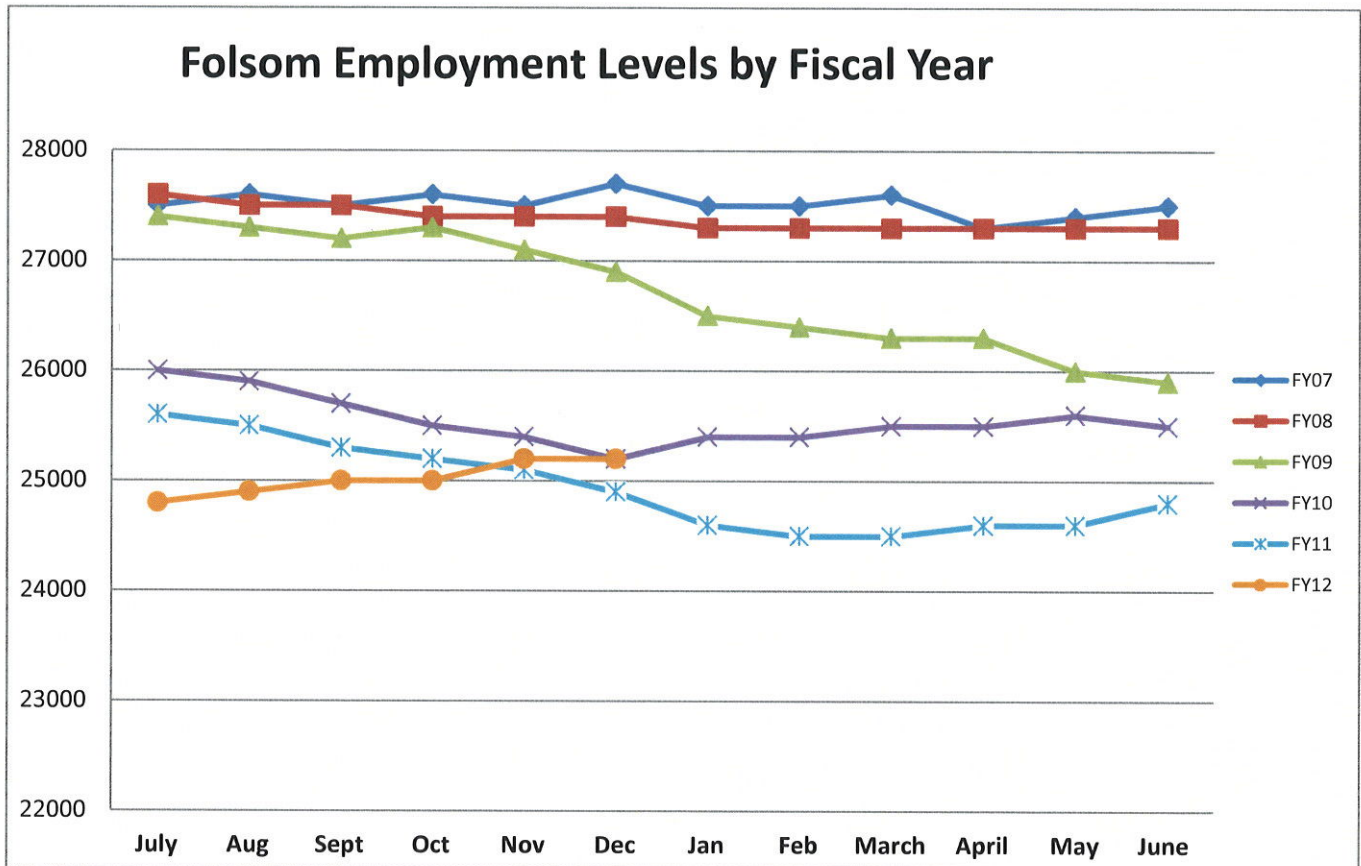
The FY 2012-13 budget represents the fifth consecutive year that the City has had to respond to this challenging shift in the economic environment. The City of Folsom's fiscal outlook has been negatively impacted by a sustained downturn in property tax revenues, a slowing of residential and commercial development (resulting in a decline in service charges and development fee revenues), a decline and then flattening of the sales tax, 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. Focusing on preserving the unique Folsom experience, maintaining the quality of our priority services, keeping to a clear and strong financial plan and maintaining our reserves will be the primary goals of this budget process.

We face four major challenges. First, a relatively weak regional economic environment, personified by a difficult housing environment that has led to 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 taxes, property transfer fees, 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 economic environment has resulted in slow employment growth. The State, region, and the City of Folsom have experienced significant losses in employment. Folsom’s employment level dropped -10.2% from October 2008 to January 2011. We are just beginning to see a rebound to the loss of employment but most experts do not see real job creation until mid-2012 at the national level and 2013 in California and this region in particular. Folsom’s employment level continues on a slow rise, however, levels are significantly below pre-recession levels.



Third, the Governor and the Legislature have yet to reach an agreement on the FY 2012-2013 State Budget, which is estimated to be \$9.2 billion over budget. In last year’s budget the Governor’s plan eliminated Redevelopment Agencies, eliminated support to Libraries, eliminated Vehicle License Fee allocations to the cities, and reduced many intergovernmental grants to the cities. This year will be another effort to identify ways to close the state’s budget gap thru program cuts and eliminations and could involve additional proposals to transfer responsibilities, borrow local government revenue, or cut reimbursements and grants. 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. We must remain on alert and prepare for potential impacts to our budget which arise from the state’s budget challenge.

Fourth, the City’s overall revenue picture is stabilizing even though property taxes are still decreasing while sales taxes are beginning to grow slowly. However, 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. Keeping pace with these cost increases puts added pressure on the development of the budget. In addition, during these economic times we have delayed the purchase of needed capital, such as police cars, fire apparatus, and computer hardware. We must be mindful that we have deferred these expenses in an effort to reduce today's costs and eventually resources will need to be included for these capital items. This proposed FY13 budget does not include cost-of-living increases for any city employee and does not include any furlough days for employees. These items are discussed in more detail in the Long-term Financial Planning section on page I-7.

## **MEETING THE FISCAL CHALLENGES**

As we worked through the challenging budget balancing process for FY 2012-13, we turned to a combination of principles and strategies. The budget development principles were:

1. Maintain the functional balance of services that provide the unique Folsom experience.
2. Allocate financial resources based on functional priorities and programmatic goals.
3. The budget must be balanced. Planned expenditures must not exceed expected revenues.
4. Insure that the financial stability of the City is sustainable beyond the next fiscal year.
5. Maintain effectiveness of our primary services and functions.
6. Maintain or grow the undesignated, unallocated general fund balance.
7. Consider alternative service delivery models in order to preserve services to the community.
8. Address capital replacement and maintenance needs as well as operational costs.
9. Allocate for today, but prepare for the future.
10. Explore all opportunities for collaboration, partnerships, consolidation, and restructuring, both internally and externally, as a means of enhancing the cost-effectiveness of services and functions.

The main focus this year was on how to preserve and enhance, where possible, the programs and services that make Folsom a desirable and unique place to live and work. In so doing I wanted to allocate our resources based on a common set of priorities and significant goals. The traditional approach of looking at incremental increases would not accomplish this and therefore I began the process with identifying these principles and setting some initial financial targets. In any event our goal was to prepare a structurally sound and balanced budget that is aligned with our priorities and takes a major step toward being sustainable.

I asked department heads to carefully review their departmental programmatic priorities and to determine an allocation for their operations that took into account reduced resources. I also asked them to prepare an initial budget that kept priority programs intact or even at improved levels and to allocate based on priorities, mandates, and results. 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.



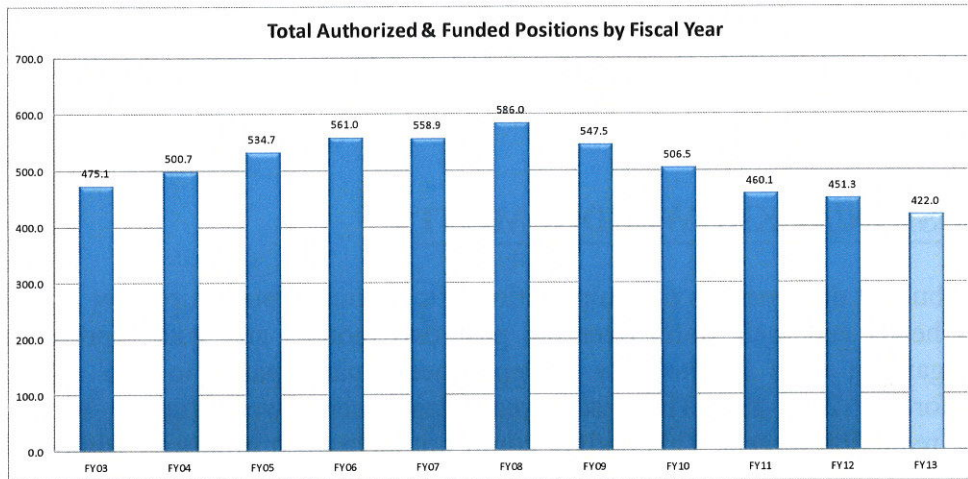
In developing the FY 2012-2013 Budget, we made every effort to first focus on cutting programs and activities which would not be immediately visible to our customers before recommending changes to programs and services directly impacting the public. A focus on our community priorities is important during this process. We took the historical allocation of the general fund as a guide to this endeavor. The following chart shows the proposed distribution of the overall General Fund the last three fiscal years:

**Total General Fund Allocations by Function:**

	<u>FY10-11</u>	<u>FY11-12</u>	<u>FY12-13</u>
General Government	10.0%	9.7%	9.3%
Public Safety	47.8%	46.8%	47.6%
Com. Dev & PW	14.5%	15.2%	15.4%
Cultural & Recreation	19.0%	18.8%	18.6%
Non-Departmental	8.7%	9.4%	9.2%

This budget, given the economic stress we are under, preserves and enhances the fundamental priorities of this community, maintains the historical balance of expenditures by function, and takes critical steps toward achieving a sustainable budget that addresses all our programmatic needs. There are no major program eliminations or reductions, and it does not draw upon the City’s undesignated, unreserved General Fund balance.

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 net elimination of 29.3 positions in the General Fund. 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 164 or -28% from the peak in FY08.



**ASSUMPTIONS**

Please note that the FY 2012-2013 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. 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 2012-2013 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 2012-13 Adopted General Fund Budget is balanced, and maintains reserves at 3.9% of budgeted expenditures and projects maintaining a fund balance of no less than \$2.5 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**

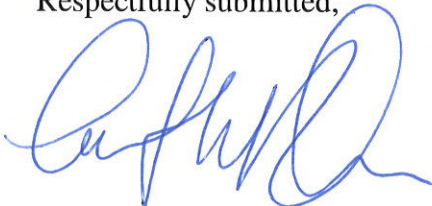
This year's budget document is the culmination of continuous budget review and dialogue with department heads and their staffs over the past two months and with representatives of the various bargaining units in the City. Departments participated in and achieved targeted reductions for FY 2012-13. This 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 in the past several years were instrumental in putting this budget together. If not for those savings we would have required an additional \$3,000,000 to the General Fund, and would have had to recommend further reductions to the budget.

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 Human Resources Director John Spittler, Assistant to the City Manager Elaine Anderson, and Chief Financial Officer Jim Francis for their reflections and focus on the bigger picture.

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 FY12 fiscal year and in the coming FY13 fiscal year when we make this proposed budget a reality.

Respectfully submitted,



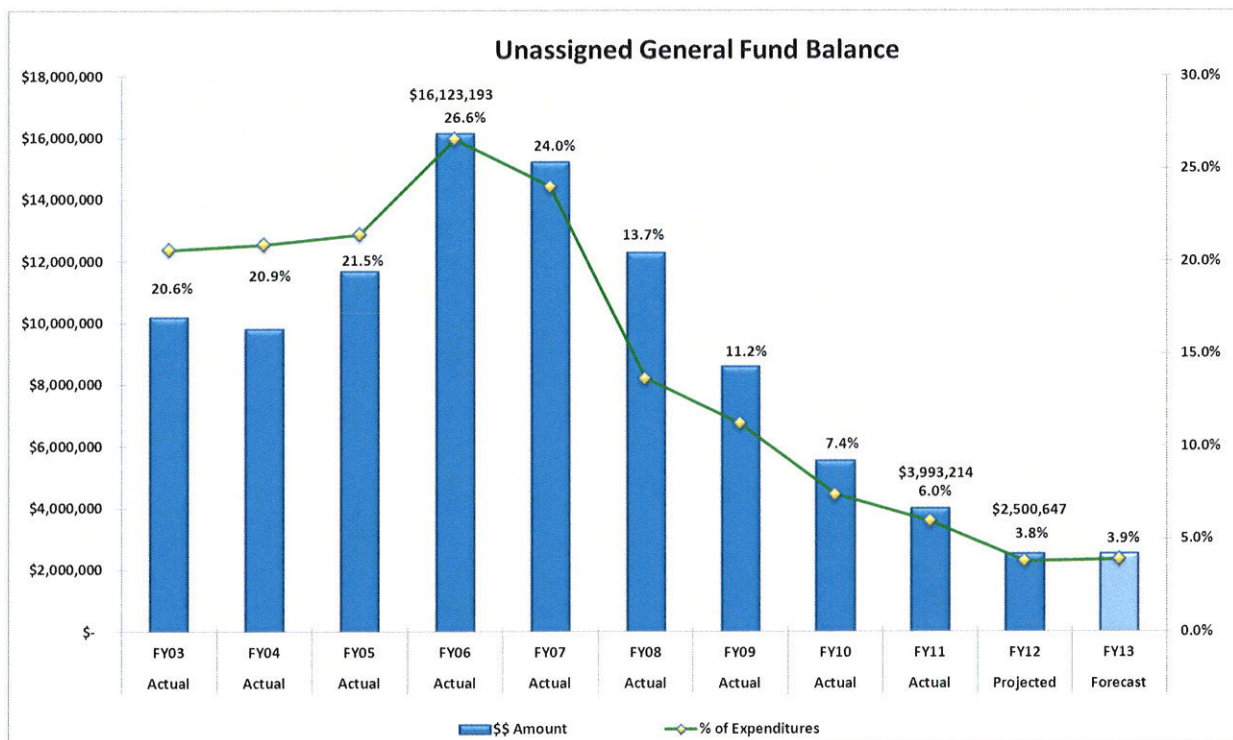
Evert Palmer  
City Manager

# Long-term Financial Planning and the Budget Process

As with the past several years the preparation of the FY13 budget involved making downward budget adjustments in order to produce a balanced budget that moves us in the direction of sustainability. In so doing we have had to delay a variety of important and critical items 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 FY13 budget:

## Unassigned 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 unassigned fund balance was \$16,123,193 or 26.6% of operating expenses. On June 30, 2011 the City's unassigned fund balance was \$3,993,214 or 6.1% of operating expenses and is expected to be no less than \$2,500,000 or 3.8% of operating expenses on June 30, 2012. The City Council has adopted a policy of maintaining a fund balance of at least 15% of expenses. If expenses for FY13 are as recommended, fund balance would have to be \$9,627,870 to reach this goal. While it will not be accomplished within a year or two, the City must begin planning to increase its unassigned 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. 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 FY13 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 FY13 this would amount to \$640,000 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 FY13 recommended budget there is \$100,000 for Police vehicle replacement, \$100,000 for Fire apparatus. Solid Waste is the only program that has been able to catch up with capital needs by spending \$1.6 million in FY12 and \$1.1 million in FY13 for solid waste trucks. There are no other programs or 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 sixteen 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 \$500,000 and an on-going annual replacement cost of \$150,000. In the FY13 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.

As shown in our forecast, the proposed FY13 expenditures are down 1.82% over this year and general tax revenue is down approximately 3.15%. We believe that in FY13 we are nearing the bottom of the drop in revenue that was brought on by the recession. However, we are projecting that FY14 will also see a decline in our revenue. In future years we are anticipating revenue increases of about 1.0% - 2.0%. During this period of time we hope to keep our unassigned fund balance at approximately 4.0% of expenditures, 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 significantly more revenue growth or meaningful modifications of existing expenditure patterns in the future.

The recession that we have experienced has had a tremendous effect on our ability to fund existing service levels and will continue to curb our available resources. In looking at just our two main sources of revenue, property and sales taxes, we find that in FY07-08 we received a combined \$37,357,422. In our forecast we will not get back to that level until FY17-18. A full decade of no revenue growth in our two major sources of revenue.

**General Fund Budget Forecast**

Updated April 7, 2012

	Actual FY11	Projected FY12	Budget FY13	Forecast FY14	Forecast FY15	Forecast FY16	Forecast FY17
Property Tax	\$ 18,305,517	\$ 17,930,000	\$ 17,390,595	\$ 17,042,782	\$ 16,957,568	\$ 17,127,144	\$ 17,384,051
Sales and Use	\$ 15,141,504	\$ 16,055,168	\$ 16,753,446	\$ 17,256,049	\$ 17,773,731	\$ 18,395,811	\$ 19,039,665
Transient	\$ 1,152,717	\$ 1,175,000	\$ 1,186,750	\$ 1,198,618	\$ 1,200,000	\$ 1,250,000	\$ 1,250,000
Real Prop Transfer	\$ 286,971	\$ 250,000	\$ 250,000	\$ 275,000	\$ 302,500	\$ 332,750	\$ 366,025
Other Taxes	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Licenses and Permits	\$ 1,395,010	\$ 1,384,814	\$ 1,416,240	\$ 1,458,727	\$ 1,502,489	\$ 1,547,564	\$ 1,593,991
Intergovernmental	\$ 6,974,257	\$ 6,102,826	\$ 5,881,961	\$ 5,881,961	\$ 5,881,961	\$ 5,940,781	\$ 6,000,188
Charges for Services	\$ 9,669,918	\$ 9,192,507	\$ 9,657,548	\$ 9,802,411	\$ 9,949,447	\$ 10,148,436	\$ 10,351,405
Fines & Forfeitures	\$ 378,927	\$ 316,958	\$ 329,032	\$ 335,613	\$ 342,325	\$ 349,171	\$ 356,155
Interest	\$ 82,643	\$ 90,055	\$ 80,000	\$ 81,800	\$ 83,641	\$ 85,522	\$ 87,447
Misc	\$ 1,113,542	\$ 1,177,010	\$ 900,526	\$ 909,531	\$ 918,627	\$ 927,813	\$ 937,091
Transfer In from other Funds	\$ 9,516,902	\$ 9,957,124	\$ 9,989,708	\$ 9,389,708	\$ 9,389,708	\$ 9,389,708	\$ 9,389,708
<b>Total Revenue</b>	<b>\$ 64,017,908</b>	<b>\$ 63,981,462</b>	<b>\$ 64,185,806</b>	<b>\$ 63,982,200</b>	<b>\$ 64,651,996</b>	<b>\$ 65,844,701</b>	<b>\$ 67,105,725</b>
Gen Gov	\$ 6,339,210	\$ 6,048,044	\$ 5,988,262	\$ 5,969,266	\$ 6,031,756	\$ 6,143,030	\$ 6,260,678
Public Safety	\$ 30,858,254	\$ 31,978,619	\$ 30,440,716	\$ 30,344,154	\$ 30,661,811	\$ 31,227,462	\$ 31,825,515
Community Svs	\$ 9,307,009	\$ 9,286,600	\$ 9,936,967	\$ 9,905,446	\$ 10,009,141	\$ 10,193,790	\$ 10,389,016
Cultural & Rec	\$ 10,290,438	\$ 12,485,607	\$ 11,921,100	\$ 11,883,285	\$ 12,007,685	\$ 12,229,203	\$ 12,463,411
Non-Departmental	\$ 9,933,615	\$ 5,658,786	\$ 5,898,761	\$ 5,880,049	\$ 5,941,605	\$ 6,051,216	\$ 6,167,105
<b>Total Expenditures</b>	<b>\$ 66,728,526</b>	<b>\$ 65,457,656</b>	<b>\$ 64,185,806</b>	<b>\$ 63,982,200</b>	<b>\$ 64,651,996</b>	<b>\$ 65,844,701</b>	<b>\$ 67,105,725</b>
Change from prior year	-10.4%	-1.9%	-1.9%	-0.3%	1.0%	1.8%	1.9%
<b>Surplus/(Deficit)</b>	<b>\$ (2,710,618)</b>	<b>\$ (1,476,194)</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operating Ratio</b>	<b>95.9%</b>	<b>97.7%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Gen Fund Balance 6/30	\$ 4,906,841	\$ 3,430,647	\$ 3,430,647	\$ 3,430,647	\$ 3,430,647	\$ 3,430,647	\$ 3,430,647
Restricted	\$ 913,627	\$ 930,000	\$ 930,000	\$ 939,300	\$ 948,693	\$ 958,180	\$ 967,762
Undesignated, Unrestricted	\$ 3,993,214	\$ 2,500,647	\$ 2,500,647	\$ 2,491,347	\$ 2,481,954	\$ 2,472,467	\$ 2,462,885
<b>Unassigned Fund Bal as % of Exp</b>	<b>6.0%</b>	<b>3.8%</b>	<b>3.9%</b>	<b>3.9%</b>	<b>3.8%</b>	<b>3.8%</b>	<b>3.7%</b>
<b>Unassigned Fund Bal Ratio to Mthly Exp</b>	<b>0.72</b>	<b>0.46</b>	<b>0.47</b>	<b>0.47</b>	<b>0.46</b>	<b>0.45</b>	<b>0.44</b>

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 FY14:

Salaries -	\$ 500,000
Benefit costs -	1,000,000
CalPERS increase -	500,000
O & M 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 \$2,000,000 gap for FY14 is correct, the city will be looking at budgets that reflect today's commitment to service levels but have alternative service delivery methods and practices. At the same time, we must keep a sharp watch over expenditures and our future commitments. Some of the programs and policies that we will be exploring and bringing to the Council for deliberation will be:

Debt Restructuring

Aquatics Center operations

Sports programming and Center operations

Fire Department reorganization

Public Works Project funding

City-wide organizational opportunities

Program fees and charges

Our goal is to insure that the financial stability of the City is sustainable beyond the next fiscal year. These efforts will be guided by the desire to explore all opportunities for collaboration, partnerships, consolidations, and restructuring, both internally and externally, as a means of enhancing the cost-effectiveness of services and functions. In addition we will consider any and all alternative service delivery models in order to preserve effective services to the community.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Folsom  
California**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Danson*      *Jeffrey R. Egan*

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 Award in Operating Budget  
Fiscal Year 2011-2012*

*Presented to the*

*City of Folsom*

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

*February 29, 2012*



*Scott Johnson*  
Scott Johnson  
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 66,000. 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 experienced considerable industrial, residential, and commercial growth during the late 1990’s and early 2000’s.

On January 19, 2012 the Sacramento Local Agency Formation Commission (LAFCO) approved the annexation of 3,585 acres into the City’s boundaries. The process for the annexation began over a decade ago and after many meetings with citizens, land owners, Sacramento County and other agency officials, LAFCO, the agency that oversees municipal expansion, voted to approve the expansion. The area just south of Highway 50 will bring the City to approximately 31 square miles.

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.

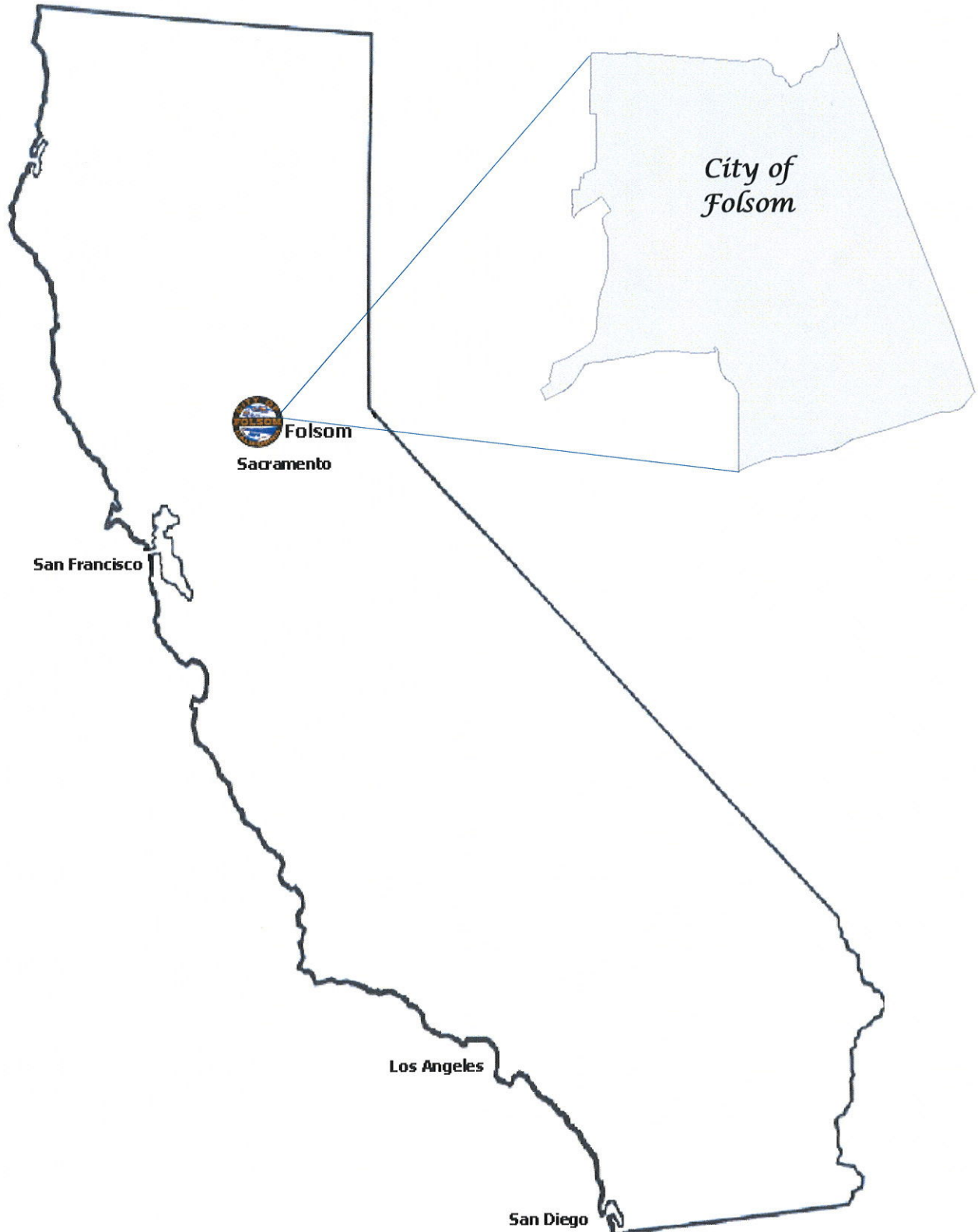
Folsom Lake and Lake Natoma are at the City’s borders offering an abundance of recreational activities. Folsom Lake State Recreation Area is one of the most popular multi-use, year-round recreational areas in the California State Park System. Each year visitors come to the 18,000-acre park—with 120 miles 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. 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 now grown to over 18,500 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) 2012-2013 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.

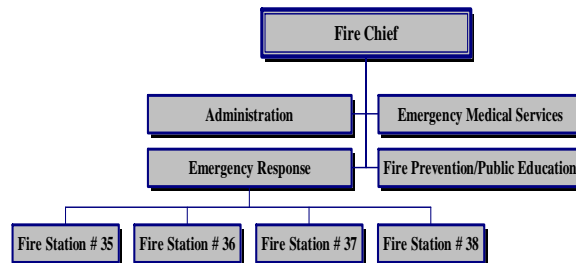
## **General Fund Summary**

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.

	Actual FY 2009-10	Budget FY 2010-11	Projected FY 2010-11	Proposed FY 2011-12	Change From 10-11 Budget
<b>Expenditure</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>					
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 2011-12.

**Customer Service Performance Indicators:**

Departmental customer service performance indicators for FY 2012-2013 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 2012-13 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 26, 2012 a meeting of the Executive Management Team was held as an introduction to the upcoming budget year. This informational meeting was held as a briefing on the status of the current fiscal year budget as well as the upcoming fiscal year. During the next week a budget 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 sustainability of their budgets. Each department budget was then reviewed with discussions regarding the impacts to the community as well as sustainability. These discussion meetings were held with the City Manager, the Finance Director, the Human Resource Director, the Assistant to the City Manager 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 10, 2012. The City Council is scheduled to also hold two budget workshops 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 2012-13 Budget is calendared to be adopted on May 22, 2012.

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**

✓ 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><li>✓ CIP Budget hearings with the City Manager begin</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>✓ City Manager presents CIP Budget to City Council</li></ul>
<b>May</b>	<ul style="list-style-type: none"><li>✓ City Council approves Operating Budget</li><li>✓ City Council adopts Final Operating and CIP Budget</li></ul>
<b>June</b>	<ul style="list-style-type: none"><li>✓ Finance Department implements Adopted Budget</li></ul>
<b>July</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 2012-13 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		Blue Ravine Oaks #2
15. **Redevelopment Property Tax Trust:** used to account for the property tax received to be used for obligations of the former Redevelopment Agencies per AB X1 26.

16. **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.
17. **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
18. **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.
3. **Compensated Leaves:** used to account for costs associated with leave balances due employees.

## **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*

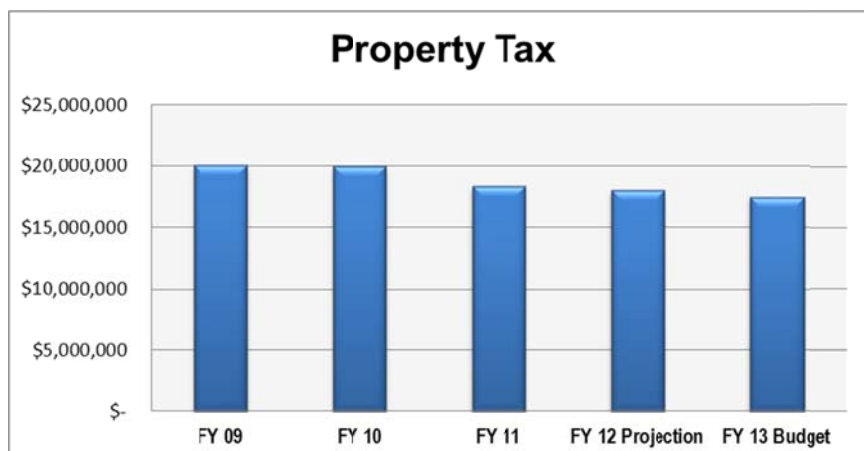
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## **FY 2012-13 Revenue Outlook and Projections**

### **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. Property taxes continued to rise throughout the recession reaching a peak in FY08-09 when we received \$19,936,202. Since then there has been a steady reduction in property values resulting in a decrease in property tax revenue. The FY11-12 budget projects that we will receive \$17,930,000 and we are proposing \$17,390,595 for FY12-13. This is a \$2,545,607 or 12.8% decrease in property tax revenue since FY08-09. This projection is due primarily to declining property values, as reflected in the County Assessor's assessed value role, which has been heavily impacted by foreclosures and short sales. While the number of homes sold has increased the price of housing has dropped 7.0% this year compared to last year. Even though the sale does not automatically result in a lower property tax, homeowners are also requesting reductions in assessed values as is allowed under Proposition 8. These Prop 8 reductions as well as reductions related to the sale of homes are expected to result in the assessed value of the City to decline by \$339.5 million or approximately 3.5%. Historically, we have seen about 63%-65% of the at-risk value (meaning the Prop 8 values that have been appealed as of January of each year) reflected in the next years assessed value. This year our January 1 at-risk amount was 175% higher than the amount last year, \$565.7 million versus \$323.9 million. Because commercial development is expected to be greater this coming year and the value of building permits is expected to be higher, we used a 60% factor in calculating the expected FY12-13 assessed value. The graph below shows the property tax received for FY 2009 through the estimate in the FY13 Budget.



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 \$3,300,000 in the FY12 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 FY13 is \$3,311,385. 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 in the past had also received property tax to help fund its 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 FY11 the Redevelopment Agency received \$6.9 million, 80% for redevelopment and 20% for low income housing. The Governor of the State of California has now dissolved all Redevelopment Agencies per AB X1 26. The Redevelopment Agency will now be under a Successor Agency. The City of Folsom has elected to be the Successor Agency and an Oversight Board has been appointed as per the legislation. The projection for the revenue to be received for FY12 is \$6.6 million and \$6.7 million is the estimate proposed for FY13. The amounts received for FY13 and for future years will be used to pay the debt of the Agency and for any contractual obligations that the Agency had at the time of dissolution.

### **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 FY13 Proposed Budget includes \$250,000 from this source, which is the same as the projection for FY12. It is based on 840 home sales (or 70 per month) at a median average price of \$300,000 and approximately \$200 million in commercial property transfers. For the first eight months (July, 2011 through February, 2012) of FY12 we have averaged 73 sales per month at a median average price of \$307,500.

### **Sales Tax:**

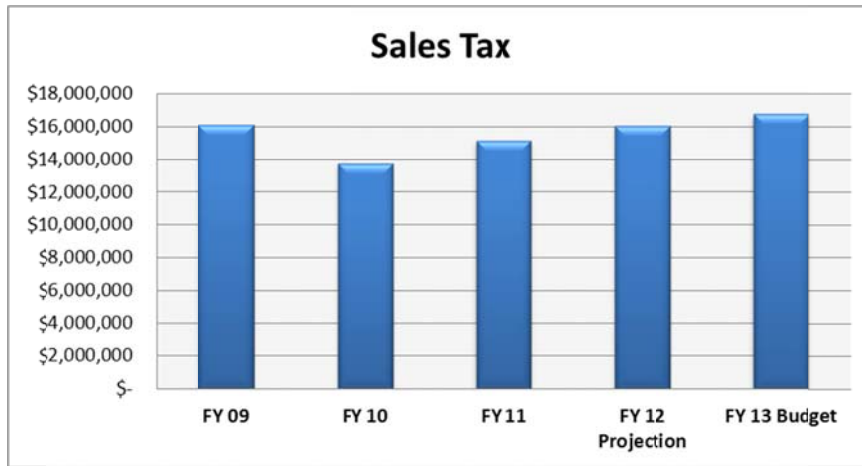
Sales Tax represents the General Fund's second largest revenue source and is the most volatile source. The City receives monthly sales tax revenue payments based on estimates with quarterly adjustments for actual receipts. The City receives one cent, or 13.79% of the total 7.25 cent statewide Sales Tax 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 a 7.75% 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 FY12, the appropriated revenue from Sales Tax is \$15,650,058, which represents a 3.4% increase from the FY11 actual amount of \$15,141,504. It is estimated that the FY12 sales tax received will total \$16,055,168.

For FY13 we are proposing revenues of \$16,753,446, which is a 4.35% increase over the projected amount for this fiscal year. The point of sale amount is projected to be up 4.5%, plus we have included sales tax expected from the SOI tax sharing agreement. The proposed amount is based on the assumption that the economy will continue to improve by small amounts during the coming fiscal year. This projection is less than the Legislative Analyst's Office, which predicts a 7.8% growth in

FY13. Listed below is a breakdown of the sales tax category followed by a graph of the sales tax history and projection.

	<u>FY11 Actual</u>	<u>FY12 Projected</u>	<u>FY13 Proposed</u>	<u>% Change</u>
Point of Sale	\$13,178,329	\$13,904,781	\$14,533,772	4.5%
SOI Tax Sharing	0	70,000	\$ 150,000	-
State/Co Pool	\$ 1,834,703	\$ 1,835,000	\$ 1,835,000	0.0%
Less: SBOE	(\$ 155,438)	(\$ 158,098)	(\$ 165,188)	4.5%
Triple Flip	(\$ 3,747,936)	(\$ 3,952,445)	(\$ 4,130,305)	4.5%
Tax Comp	\$ 3,630,820	\$ 3,935,930	\$ 4,093,367	4.0%
<b>Total</b>	<b>\$14,740,478</b>	<b>\$15,635,168</b>	<b>\$16,316,646</b>	<b>4.4%</b>
Prop 172	\$ 401,026	\$ 420,000	\$ 436,800	4.0%
<b>Grand Total</b>	<b>\$15,141,504</b>	<b>\$16,055,168</b>	<b>\$16,753,446</b>	<b>4.4%</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 FY11 the City received a total of \$1,152,717. The FY12 budget has adopted \$1,200,000 in TOT revenue. It is estimated that revenue for FY12 will be \$1,175,000 and the proposed TOT revenue for FY13 is \$1,186,750.

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 \$350,000 in FY12 of which \$156,728 has been received thru March of this fiscal year. For FY13, \$350,000 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 FY12 General Fund estimate for this revenue source is \$735,000 for FY12. The amount proposed for FY13 is \$735,000.

### **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 FY12 the budgeted amount of license and permits revenue is \$1.3 million. Issuance of business licenses and building permit revenue is estimated to increase by only a small amount. It is estimated that the total FY12 revenue from licenses and permits will be \$1,333,746. For FY13 it is proposed that there will again be only slight growth in the value of permits taken and in business licenses. We are proposing FY13 revenue in the amount of \$1,435,478.

## **Intergovernmental Revenues**

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

There are two primary sources of VLF revenue to the City and together they represent the General Fund's third largest revenue source. The first part, commonly referred to as the "motor vehicle in-lieu tax" was allocated under California Revenue and Taxation Code 11005. The VLF was 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. This revenue has a long history of changes in the total amount collected and the allocation process to cities. In 2011 SB89 eliminated, effective July 1, 2011 this revenue source. As a part of the Legislature's efforts to solve the state's budget problems, the bill shifted all city VLF revenues to fund law enforcement grants that previously had been paid by a temporary state tax and – prior to that – by the state general fund. The League of California Cities has challenged this action in court as a Constitutional violation; however, we are not anticipating any VLF revenue from this source in either FY11-12 or in FY12-13. Nor are we anticipating any law enforcement grants. This is a loss of approximately \$256,000 in revenue per year.

The second source of VLF revenue is revenues collected by the Department of Motor Vehicles as a result of certain compliance procedures and are allocated under Revenue and Taxation Code Section 11001.5(b). Half of these revenues go to counties and half go to cities apportioned on a population basis. SB89 does not alter these revenues. In FY12 we received \$5,047,435 and are expecting to receive \$4,996,961 in FY13.

**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 \$664,378 for various State revenue sources in the 2011-12 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 \$557,000 in Federal Grants. We are proposing to receive \$345,000 from various State revenues in the FY13 budget, which includes the elimination in state grant funds for libraries.

**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>FY11 Actual</u>	<u>FY12 Estimate</u>	<u>FY13 Proposed</u>	<u>Reason for change</u>
Parks & Rec	\$4,064,947	\$4,318,403	\$4,589,554	Adult Recreation fees
Fire	\$2,039,720	\$2,045,954	\$2,391,200	First Responder fee
Com Dev	\$1,208,162	\$ 974,379	\$1,151,994	Volume increase
Gen Gov	\$ 432,355	\$ 289,630	\$ 194,000	Unbudgeted charges
Public Works	\$ 1,457,851	\$1,553,100	\$1,160,000	Loss of Re Develop
Police	\$ 321,826	\$ 301,634	\$ 168,400	Loss of County contract
Library	\$ 900	\$ 3,733	\$ 2,400	
Total:	\$ 9,525,761	\$9,486,833	\$9,657,548	

**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 FY12 General Fund Budget anticipates revenue for Fines and Forfeitures to total \$316,958. In FY13 we are proposing \$329,032.

**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 FY12 is estimated at \$90,055, based on an average balance of \$55.0 million, earning 1.0% annually, and representing 23% of cash balances. The proposed interest earnings for FY13 is \$80,000, based on an average balance of \$40.0 million, earning 1.0% annually, and representing 20% 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 FY13, Transfers from Other Funds is proposed to be \$9,989,708, which is an increase of 3.0% from the FY12 estimate of \$9,708,275.

## **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 its residents. Users of these services pay utility fees, which the City deposits in an enterprise fund. The Utility funds completed a rate study in FY 11 and a rate increase was effective in January 2012 for water and some solid waste services. Wastewater fees did not change. The State of California has also mandated that municipality's water bills reflect actual water use by 2013. In order to comply Folsom will change to a Citywide metered bill rate for water in January 2013. Below is a table of the prior and current water rates as well as a table with the rates which will be effective January 2013. For Solid Waste and Wastewater rates please check the City's web site under the Utilities Department. Based on the current rate schedule (Dec 2011), the FY13 proposed program revenues for the Utilities are as follows:

<b><u>Utility</u></b>	<b><u>FY11 Actual</u></b>	<b><u>FY12 Projected</u></b>	<b><u>FY12 Proposed</u></b>
Water	\$11,675,486	\$12,231,673	\$13,163,912
Wastewater	\$ 5,508,731	\$ 5,976,709	\$ 6,176,200
Solid Waste	\$ 9,644,293	\$10,447,062	\$10,225,500



<b>2011 Water Rates</b>		
<b>Residential Flat Rates</b>		
<b><u>Class of Service</u></b>	<b><u>Previous Rate</u></b>	<b><u>Dec. 2011 Rate</u></b>
Single - Family Residential	\$ 33.55	\$ 37.55
Single - Family Low Income	19.70	22.05
Manufactured Home	14.40	16.12
Manufactured Home - Low Income	9.00	10.07
Additional Residences	18.50	20.71
Additional Lot	7.50	8.39
Swimming Pool with Filter	4.20	4.70
East Area Surcharge	12.00	12.00
Residential Condominium Flate Rate	23.50	26.30
<b>Ashland Area Metered Rates</b>		
<b><u>Class of Service</u></b>	<b><u>Previous Rate</u></b>	<b><u>Dec. 2011 Rate</u></b>
Ashland - Single Family	\$ 23.50	\$ 26.30
Ashland - Single Family Low Income	14.80	16.56
Ashland - Manufactured Home	10.70	11.98
Ashland - Manufactured Home - Low Income	6.70	7.50
Commodity Charge		
0 - 20 CCF	\$ -	\$ -
Over 20 CCF	0.88	0.98
<b>Non - Residential Rates</b>		
<b><u>Meter Size</u></b>	<b><u>Previous Rate</u></b>	<b><u>Dec. 2011 Rate</u></b>
5/8" Meter	\$ 10.70	\$ 11.98
3/4" Meter	14.10	15.78
1" Meter	22.80	25.52
1-1/2" Meter	44.70	50.03
2" Meter	71.50	80.02
3" Meter	132.60	148.41
4" Meter	220.40	246.68
6" Meter	439.60	492.01
8" Meter	703.10	786.93
10" Meter	1,010.90	1,131.42
12" Meter	1,453.10	1,626.35
Commodity Charge		
\$/CCF	\$ 0.95	\$ 1.07
East Area Water Charge		
\$/CCF	\$ 0.48	\$ 0.48

<b>2013 City-Wide Residential Metered Water Rates</b>	
<b><u>Class of Service</u></b>	<b><u>Jan. 2013 Rate</u></b>
Single - Family (1") Base	\$ 15.00
Single - Family Low Income	9.45
Manufactured Home	6.83
Manufactured Home - Low Income	4.27
Uniform Commodity Charge / CCF	
0-20 CCF	\$ 1.08
20-40 CCF	1.30
Over 40 CCF	1.60
East Area Surcharge	\$ 12.00
<b>2013 Non-Residential Rates</b>	
<b><u>Meter Size</u></b>	<b><u>Jan. 2013 Rate</u></b>
5/8" Meter	\$ 12.61
3/4" Meter	16.62
1" Meter	26.88
1-1/2" Meter	52.69
2" Meter	84.29
3" Meter	156.31
4" Meter	259.82
6" Meter	518.22
8" Meter	828.84
10" Meter	1,191.69
12" Meter	1,712.97
Commodity Charge	
\$/CCF	\$ 1.12
East Area Water Charge	
\$/CCF	\$ 0.48

## **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 6/30/2012	CIP and Operating Revenue	Capital and Operating Expenditures	Use of Fund Balance	Estimated Fund Balance 6/30/2013
<b>General Funds</b>					
General Fund	\$ 3,430,803	\$ 64,185,806	\$ 64,185,806	\$ -	\$ 3,430,803
<b>Subtotal General Funds</b>	<b>\$ 3,430,803</b>	<b>\$ 64,185,806</b>	<b>\$ 64,185,806</b>	<b>\$ -</b>	<b>\$ 3,430,803</b>
<b>Special Revenue Funds</b>					
Community Dev. Block Grant	\$ 31,749	\$ 151,000	\$ 155,877	\$ 4,877	\$ 26,872
Traffic Congestion Relief	184,495	-	-	-	184,495
Transportation System Mgmt.	40,284	15,000	15,000	-	40,284
Folsom Arts & Culture Commission	8,210	2,000	2,000	-	8,210
Housing Trust	1,287,000	38,000	182,521	144,521	1,142,479
Humbug Willow Creek	(1,315,283)	85,000	85,000	-	(1,315,283)
General Plan	342,741	55,000	360,490	305,490	37,251
Tree Planting & Replacement	1,348,438	60,000	419,122	359,122	989,316
RDA Affordable Housing	8,567,518	855,856	48,512	(807,344)	9,374,862
RDA 80%	201,759	1,646,527	1,646,527	-	201,759
Park Dedication	1,975	-	-	-	1,975
Planning Services	5,128	-	-	-	5,128
Local Transportation Tax	431,231	45,500	49,245	3,745	427,486
Historical District	16,328	2,500	1,200	(1,300)	17,628
Cultural Events	4,226	-	-	-	4,226
Gas Tax 2106	101,095	246,500	252,220	5,720	95,375
Gas Tax 2107	438,956	478,500	437,840	(40,660)	479,616
Gas Tax 2107.5	747,691	765,750	228,304	(537,446)	1,285,137
Gas Tax 2105	37,181	331,500	337,817	6,317	30,864
Measure A	1,393,254	458,160	458,160	-	1,393,254
Energy & Conservation Grant	(11,759)	-	-	-	(11,759)
Los Cerros L & L	132,238	41,838	37,896	(3,942)	136,180
Briggs Ranch L & L	102,137	81,290	73,130	(8,160)	110,297
Natoma Station L & L	110,636	164,089	189,370	25,281	85,355
Folsom Heights L & L	(6,266)	20,271	18,988	(1,283)	(4,983)
Broadstone Unit 3 L & L	45,902	16,741	8,497	(8,244)	54,146
Broadstone L & L	(148,109)	404,843	230,241	(174,602)	26,493
Hannaford Cross L & L	48,791	20,585	25,305	4,720	44,071
Lake Natoma Shores L & L	75,459	21,350	25,037	3,687	71,772
Cobble Hills/Reflections L & L	142,242	45,106	63,678	18,572	123,670
Sierra Estates L & L	4,743	7,188	6,516	(672)	5,415
Lakeridge L & L	171,458	1,450	47,250	45,800	125,658
La Collina dal Lago L & L	11,732	110	11,842	11,732	-
Cobble Ridge L & L	62,881	14,145	12,113	(2,032)	64,913
Prairie Oaks Ranch L & L	142,536	198,046	276,833	78,787	63,749

Title	Estimated Fund Balance 6/30/2012	CIP and Operating Revenue	Capital and Operating Expenditures	Use of Fund Balance	Estimated Fund Balance 6/30/2013
Silverbrook L & L	70,644	17,478	19,652	2,174	68,470
Willow Creek L & L	44,273	60,374	73,391	13,017	31,256
Blue Ravine Oaks L & L	96,008	37,054	32,330	(4,724)	100,732
Steeplechase L & L	97,429	24,989	28,231	3,242	94,187
Willow Creek So. L & L	498,648	164,379	185,880	21,501	477,147
American River Canyon N. L & L	(25,277)	103,558	46,234	(57,324)	32,047
Willow Springs L & L	12,824	14,598	3,563	(11,035)	23,859
Willow Springs CFD 11 Mtn Dist.	856,574	165,543	137,525	(28,018)	884,592
CFD #12 Mtn. Dist.	116,833	450,673	270,158	(180,515)	297,348
CFD #13 ARC Mtn. Dist.	17,483	81,531	77,054	(4,477)	21,960
ARC N. L & L Dist. #2	85,714	13,175	11,387	(1,788)	87,502
The Resdncs at ARC, North L & L	45,522	18,963	15,915	(3,048)	48,570
Fieldstone Meadows L&L	9,059	90	-	(90)	9,149
Sphere of Influence	(106,925)	-	-	-	(106,925)
Oaks at Willow Springs	2,849,578	-	-	-	2,849,578
ARC L & L Dist #3	424,574	183,837	163,706	(20,131)	444,705
Blue Ravine Oaks L & L #2	-	27,963	27,963	-	-
Redevelopment Prop Tax Trust	-	6,717,109	6,717,109	-	-
Police Special Revenue	645,179	12,000	62,326	50,326	594,853
Zoo Trust	50,746	14,500	33,983	19,483	31,263
Wetland/Open Space Maintenance	307,649	2,200	5,988	3,788	303,861
Police Impound	3,226	-	-	-	3,226
<b>Subtotal Special Revenue Funds</b>	<b>\$ 20,858,358</b>	<b>\$ 14,383,859</b>	<b>\$ 13,618,926</b>	<b>\$ (764,933)</b>	<b>\$ 21,623,291</b>
<b>Debt Service Funds</b>					
CCF Debt Service	\$ 279,237	\$ -	\$ -	\$ -	\$ 279,237
G O School Facilities Bonds DS	3,107,849	3,309,385	3,327,041	17,656	3,090,193
Redevelopment DS	5,585,721	5,116,538	5,116,538	-	5,585,721
1982-1 Nimbus AD	781,480	3,500	2,384	(1,116)	782,596
Folsom Public Financing Authority	122,614,556	13,158,851	13,158,851	-	122,614,556
Folsom South AD Refunding	223,463	1,000	682	(318)	223,781
Traffic Signal Refunding	77,762	49,750	49,994	244	77,518
Recreation Facility COP DS	79,712	66,329	71,887	5,558	74,154
Central Fire Station COP DS	204,370	1,542	1,542	-	204,370
<b>Subtotal Debt Service Funds</b>	<b>\$132,954,150</b>	<b>\$ 21,706,895</b>	<b>\$ 21,728,919</b>	<b>\$ 22,024</b>	<b>\$132,932,126</b>
<b>Capital Project Funds</b>					
Supplemental Park Fee	(14,649)	3,000	-	(3,000)	(11,649)
Park Development	481,043	385,000	684,329	299,329	181,714
Zoo Capital Projects	(21,027)	32,000	32,000	-	(21,027)
Police Capital	299,457	71,200	251,513	180,313	119,144
Redevelopment Capital Projects	18,068,456	-	-	-	18,068,456
Fire Capital	2,709,101	118,000	373,951	255,951	2,453,150
General Capital	766,583	104,000	402,667	298,667	467,916
Transportation Improvements	7,694,554	2,624,611	2,562,175	(62,436)	7,756,990
Drainage Capital	271	60,400	42,392	(18,008)	18,279



Title	Estimated Fund Balance 6/30/2012	CIP and Operating Revenue	Capital and Operating Expenditures	Use of Fund Balance	Estimated Fund Balance 6/30/2013
Light Rail Transportation	396,593	52,500	172,261	119,761	276,832
Park Equipment Capital	30,568	7,200	15,898	8,698	21,870
Water Impact	1,087,280	48,000	413,347	365,347	721,933
Library Development	64,120	400	346	(54)	64,174
Major Capital & Renovation	68,952	300	210	(90)	69,042
Prairie Oak 1915 AD	303	-	-	-	303
CFD #10 Russell Ranch	2,472,689	56	56	-	2,472,689
CFD #14 Parkway II	210,105	-	-	-	210,105
<b>Subtotal Capital Project Funds</b>	<b>\$ 34,314,399</b>	<b>\$ 3,506,667</b>	<b>\$ 4,951,145</b>	<b>\$ 1,444,478</b>	<b>\$ 32,869,921</b>
<b>Enterprise Funds</b>					
Transit	1,040,888	3,773,001	3,773,001	-	1,040,888
Utilities Admin	(9,981)	104,376	104,376	-	(9,981)
Water	69,118,200	13,531,912	13,899,839	367,927	68,750,273
Water Capital	421,778	302,000	232,500	(69,500)	491,278
Water Meters	356,498	27,500	31,278	3,778	352,720
Wastewater	40,368,299	6,221,200	7,551,720	1,330,520	39,037,779
Wastewater Capital	124,633	41,200	32,861	(8,339)	132,972
Critical Augmentation	527,600	4,000	26,406	22,406	505,194
General Augmentation	(129,481)	4,000	26,783	22,783	(152,264)
Solid Waste	1,475,644	10,114,219	10,114,219	-	1,475,644
Solid Waste Capital	23,737	30,500	44,481	13,981	9,756
Landfill Closure	(3,208)	150,000	150,000	-	(3,208)
<b>Subtotal Enterprise Funds</b>	<b>\$113,314,607</b>	<b>\$ 34,303,908</b>	<b>\$ 35,987,464</b>	<b>\$ 1,683,556</b>	<b>\$111,631,051</b>
<b>Internal Service Funds</b>					
Equipment Replacement	\$ 1,462,975	\$ 7,000	\$ 204,038	\$ 197,038	\$ 1,265,937
Risk Management	5,096,054	12,221,639	13,700,925	1,479,286	3,616,768
Compensated Leaves	(2,803,409)	1,689,017	1,263,617	(425,400)	(2,378,009)
<b>Subtotal Internal Service Funds</b>	<b>\$ 3,755,620</b>	<b>\$ 13,917,656</b>	<b>\$ 15,168,580</b>	<b>\$ 1,250,924</b>	<b>\$ 2,504,696</b>
<b>Trust Funds</b>					
Mello-Roos Agency Funds	\$ 30,795,686	\$ 16,134,957	\$ 16,109,093	\$ (25,864)	\$ 30,821,550
<b>Subtotal Trust Funds</b>	<b>\$ 30,795,686</b>	<b>\$ 16,134,957</b>	<b>\$ 16,109,093</b>	<b>\$ (25,864)</b>	<b>\$ 30,821,550</b>
<b>Total Funds</b>	<b>\$ 339,428,916</b>	<b>\$ 168,139,748</b>	<b>\$ 171,749,933</b>	<b>\$ 3,610,185</b>	<b>\$ 335,818,731</b>

## Historical Revenue Summary

Description	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Estimate	FY 2012-13 Proposed
<b>General Funds</b>						
General Fund	\$ 81,475,833	\$ 66,496,321	\$ 64,975,716	\$ 65,375,468	\$ 63,981,461	\$ 64,185,806
<b>Subtotal General Funds</b>	<b>\$ 81,475,833</b>	<b>\$ 66,496,321</b>	<b>\$ 64,975,716</b>	<b>\$ 65,375,468</b>	<b>\$ 63,981,461</b>	<b>\$ 64,185,806</b>
<b>Special Revenue Funds</b>						
Community Dev. Block Grant	\$ 246,211	\$ 226,813	\$ 181,603	\$ 400,000	\$ 428,332	\$ 155,877
Traffic Congestion Relief	615,600	649,801	604	-	1,848	-
Traffic System Mgmt.	153,701	24,965	13,148	25,270	37,420	15,000
Folsom Arts & Culture Commission	2,334	2,170	1,931	10,000	1,316	2,000
Housing Trust	439,676	121,664	59,756	733,267	30,547	182,521
Humbug Willow Creek	773,585	1,195,158	991,157	100,920	773,824	85,000
General Plan	94,748	42,269	57,507	405,736	36,363	360,490
Tree Planting & Replacement	53,596	88,832	97,748	431,949	54,028	419,122
RDA Affordable Housing	1,628,927	3,072,153	1,458,800	2,122,404	865,900	48,512
RDA 80%	6,492,704	5,991,852	5,750,440	7,432,218	5,120,510	1,646,527
Park Dedication	70,871	1,517	166	-	1,852	-
Miscellaneous Grants	-	-	-	-	-	-
Planning Services	343,712	60,006	62,062	-	101,255	-
Local Transportation Tax	50,531	40,903	32,762	43,235	415,866	49,245
Historical District	6,088	2,777	3,310	1,000	3,301	1,200
Cultural Events	212	84	90	9,000	68	-
Sponsorship - Lembi Aquatic Ctr	-	-	-	-	-	-
Gas Tax 2106	287,881	281,849	261,546	309,343	250,163	252,220
Gas Tax 2107	538,686	524,664	499,700	378,566	489,239	437,840
Gas Tax 2107.5	9,271	7,618	615,006	401,715	831,034	228,304
Gas Tax 2105	405,783	393,974	375,027	442,244	333,512	337,817
Measure A	-	1,628,227	1,670,517	1,334,402	1,832,159	458,160
Energy & Conservation Grant	-	9,587	405,345	48	232,801	-
Los Cerros L & L	44,645	42,097	41,953	35,207	40,548	37,896
Briggs Ranch L & L	99,818	81,569	82,127	55,241	81,091	73,130
Natoma Station L & L	185,253	178,673	177,964	179,590	169,177	189,370
Folsom Heights L & L	23,902	20,002	20,696	20,142	20,300	18,988
Broadstone Unit 3 L & L	16,354	16,679	20,442	8,100	16,796	8,497
Broadstone L & L	429,199	386,548	392,489	240,383	400,000	230,241
Hannaford Cross L & L	23,893	20,552	20,607	24,841	21,492	25,305
Lake Natoma Shores L & L	22,353	21,434	21,202	20,640	21,680	25,037
Cobble Hills/Reflections L & L	62,261	45,122	45,212	42,829	49,790	63,678
Sierra Estates L & L	7,024	7,128	7,103	5,843	6,113	6,516
Lakeridge L & L	100,141	1,750	1,764	47,250	1,703	47,250
La Collina dal Lago L & L	20,954	2,385	311	19,713	131	11,842
Cobble Ridge L & L	15,394	14,045	14,131	11,809	14,039	12,113
Prairie Oaks Ranch L & L	210,747	201,803	198,958	261,390	198,144	276,833
Silverbrook L & L	2,227	779	750	14,609	711	19,652
Willow Creek L & L	63,012	79,016	60,620	78,281	60,468	73,391

Description	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2012-13
	Actual	Actual	Actual	Budget	Estimate	Proposed
Blue Ravine Oaks L & L	42,954	37,500	37,267	25,436	4,760	32,330
Steeplechase L & L	28,437	25,284	24,547	22,642	24,794	28,231
Willow Creek So. L & L	172,215	257,494	165,589	119,620	165,475	185,880
American Rv Canyon N. L & L	123,353	103,655	103,898	-	104,000	46,234
Willow Springs L & L	14,644	14,419	14,263	3,250	14,557	3,563
Willow Springs CFD 11 Mtn. Dist.	35,212	252,299	135,941	139,783	137,743	137,525
CFD #12 Mtn. Dist.	458,682	477,523	455,693	288,426	449,962	270,158
CFD #13 ARC Mtn. Dist.	82,009	82,685	83,386	54,382	81,536	77,054
ARC N. L & L Dist. #2	13,797	13,084	13,390	11,100	12,780	11,387
The Residences at ARC, North	11,644	15,754	21,283	16,337	19,019	15,915
Fieldstone Meadows L & L	252	105	83	-	92	-
Sphere of Influence	1,116,860	1,150,088	933,121	-	449,618	-
Oaks at Willow Springs	45,838	20,622	25,976	-	28,748	-
ARC N. L & L Dist. #3	182,800	182,944	184,100	164,128	184,797	163,706
Blue Ravine Oaks L & L #2	-	-	-	-	-	27,963
Redevelopment Prop Tax Trust	-	-	-	-	-	6,717,109
Police Special Revenue	169,768	165,231	53,773	104,174	100,211	62,326
Zoo Special Revenue	149,899	67,983	42,826	42,341	22,209	33,983
Wetland Open Space Maintenance	6,357	2,880	3,051	6,294	3,119	5,988
Police Impound	1,060	505	592	-	-	-
<b>Subtotal Special Revenue Funds</b>	<b>\$ 16,197,072</b>	<b>\$ 18,356,520</b>	<b>\$ 15,943,333</b>	<b>\$ 16,645,098</b>	<b>\$ 14,746,941</b>	<b>\$ 13,618,926</b>
<b>Debt Service Funds</b>						
CCF Debt Service	\$ 1,206,330	\$ 1,044,589	\$ 2,527	\$ -	\$ 2,790	\$ -
GO School Facilities Bonds DS	3,595,587	14,202,064	3,026,999	3,319,418	3,262,988	3,327,041
Redevelopment DS	1,904,552	20,008,799	23,939,907	5,118,213	5,134,581	5,116,538
Folsom South AD Refunding	4,522	2,016	2,177	806	2,243	682
1982-1 Nimbus AD	15,812	7,050	7,613	2,818	7,841	2,384
Traffic Signal Refunding	57,543	56,464	56,167	65,812	66,341	49,994
Recreation Facility COP DS	64,320	68,838	58,276	67,651	70,804	71,887
Central Fire Station COP DS	310,695	269,804	266,598	269,060	267,892	1,542
Folsom Public Financing Authority	20,510,535	6,288,774	7,269,238	13,404,784	7,819,653	13,158,851
<b>Subtotal Debt Service Funds</b>	<b>\$ 7,159,361</b>	<b>\$ 35,659,624</b>	<b>\$ 27,360,264</b>	<b>\$ 8,843,778</b>	<b>\$ 8,815,480</b>	<b>\$ 21,728,919</b>
<b>Capital Project Funds</b>						
Supplemental Park Fee	\$ 40,583	\$ 45,707	\$ 9,233	\$ 15,867	\$ -	\$ -
Park Improvements	596,927	1,050,455	526,033	1,098,157	432,964	684,329
Zoo Capital Projects	30,740	68,857	45,115	42,000	42,000	32,000
Police Capital	532,338	137,481	128,574	247,542	54,323	251,513
Redevelopment Capital Projects	2,428,817	16,120,390	19,871,201	1,747,753	4,906,907	-
Fire Capital	667,523	154,874	169,838	105,093	101,399	373,951
General Capital	492,929	206,801	655,686	205,095	102,972	402,667
Transportation Improvements	21,760,162	3,405,501	3,913,877	7,214,095	2,347,586	2,562,175
Drainage Capital	324,628	354,823	152,985	174,217	50,711	42,392
Light Rail Transportation	164,427	86,580	82,300	112,076	44,570	172,261
General Park Equipment Capital	20,777	15,679	11,987	10,266	5,617	15,898

Description	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2012-13
	Actual	Actual	Actual	Budget	Estimate	Proposed
Light Rail	1,119,844	1,573,121	131,523	1,604,897	-	-
Water Impact	190,317	144,216	132,482	554,886	249,796	413,347
Library Development	304,514	1,131	635	274	627	346
Major Capital and Renovation	2,505	683	679	257	689	210
Prairie Oak 1915 AD	342	1	1	-	5	-
CFD #10 Russell Ranch	37,394	228,857	729	99	135	56
CFD #14 Parkway II	459,314	2,593	2,231	-	-	-
<b>Subtotal Capital Project Funds</b>	<b>\$ 29,174,079</b>	<b>\$ 23,597,750</b>	<b>\$ 25,835,109</b>	<b>\$ 13,132,574</b>	<b>\$ 8,340,301</b>	<b>\$ 4,951,145</b>
<b>Enterprise Funds</b>						
Transit	\$ 2,475,075	\$ 1,882,612	\$ 3,279,541	\$ 1,812,357	\$ 3,496,640	\$ 3,773,001
Utilities - Admin	1,981,967	906,903	147,953	99,141	80,590	104,376
Water	15,260,481	15,556,642	12,290,261	12,545,488	12,282,826	13,899,839
Water Capital	727,659	365,687	308,453	18,921	312,549	232,500
Water Meters	76,247	36,183	30,578	27,034	32,313	31,278
Wastewater	6,071,996	5,980,496	6,099,326	5,564,176	6,042,193	7,551,720
Wastewater Capital	90,577	54,614	99,727	2,070	43,025	32,861
Critical Augmentation	9,277	4,147	4,492	1,540	71,365	26,406
General Augmentation	15,737	5,430	5,708	2,303	4,500	26,783
Solid Waste	10,133,345	10,074,879	9,786,693	9,101,229	10,511,037	10,114,219
Solid Waste Capital	67,111	60,109	73,096	103,867	18,000	44,481
Landfill Closure	-	1,941,969	27,709	100,000	80,000	150,000
<b>Subtotal Enterprise Funds</b>	<b>\$ 36,909,472</b>	<b>\$ 36,869,671</b>	<b>\$ 32,153,537</b>	<b>\$ 29,378,126</b>	<b>\$ 32,975,038</b>	<b>\$ 35,987,464</b>
<b>Internal Service Funds</b>						
Equipment Replacement	\$ 38,569	\$ (10,462)	\$ 10,809	\$ 5,748	\$ 11,010	\$ 204,038
Risk Management	-	15,555,053	12,982,530	12,938,336	12,323,984	13,700,925
Compensated Leaves	-	-	1,199,997	-	981,436	1,263,617
<b>Subtotal Internal Service Funds</b>	<b>\$ 38,569</b>	<b>\$ 15,544,591</b>	<b>\$ 14,193,336</b>	<b>\$ 12,944,084</b>	<b>\$ 13,316,430</b>	<b>\$ 15,168,580</b>
<b>Agency Funds</b>						
1915 Act Assessment Districts	\$ 3,476,711	\$ 3,180,578	\$ 3,109,464	\$ 3,042,844	\$ 3,114,679	\$ 3,060,924
Mello-Roos Assessment Districts	13,542,865	25,848,072	36,060,832	13,020,131	9,773,414	13,048,169
<b>Subtotal Trust Funds</b>	<b>\$ 17,019,577</b>	<b>\$ 29,028,650</b>	<b>\$ 39,170,296</b>	<b>\$ 16,062,975</b>	<b>\$ 12,888,093</b>	<b>\$ 16,109,093</b>
<b>Total Combined Budget</b>	<b>\$ 187,973,961</b>	<b>\$ 225,553,127</b>	<b>\$ 219,631,591</b>	<b>\$ 162,382,103</b>	<b>\$ 155,063,744</b>	<b>\$ 171,749,933</b>

# Historical Expenditure Summary

Description	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Budget	FY 2011-12 Estimate	FY 2012-13 Proposed
<b>General Funds</b>						
General Fund	\$ 83,286,323	\$ 74,363,485	\$ 66,894,356	\$ 65,375,468	\$ 65,457,655	\$ 64,185,806
<b>Subtotal General Funds</b>	<b>\$ 83,286,323</b>	<b>\$ 74,363,485</b>	<b>\$ 66,894,356</b>	<b>\$ 65,375,468</b>	<b>\$ 65,457,655</b>	<b>\$ 64,185,806</b>
<b>Special Revenue Funds</b>						
Community Dev. Block Grant	\$ 80,545	\$ 119,848	\$ 332,573	\$ 400,000	\$ 387,259	\$ 155,877
Traffic Congestion Relief	1,109	1,087,406	-	-	-	-
Traffic System Mgmt.	5,375	70,462	67,503	25,270	79,849	15,000
Folsom Arts & Culture Commission	15,500	11,722	1,318	10,000	2,865	2,000
Housing Trust	10,310	1,839,701	239,604	733,267	183,674	182,521
Humbug Willow Creek	728,747	1,195,158	550,702	100,920	1,181,156	85,000
General Plan	72,043	80,103	160,526	405,736	405,736	360,490
Tree Planting & Replacement	235,406	454,496	428,724	431,949	423,480	419,122
RDA Affordable Housing	1,190,636	556,459	481,630	2,122,404	2,273,311	48,512
RDA 80%	10,764,985	8,445,537	8,883,474	7,432,218	8,377,435	1,646,527
Park Dedication	1,402	1,511	165,420	-	-	-
Miscellaneous Grants	141,322	-	-	-	-	-
Planning Services	697,688	59,675	62,861	-	97,001	-
Local Transportation Tax	88,192	32,844	30,797	43,235	50,235	49,245
Historical District	875	609	592	1,000	1,185	1,200
Cultural Events	2,601	-	1,008	9,000	4,116	-
Sponsorship - Lembi Aquatic Ctr	402,208	-	-	-	-	-
Gas Tax 2106	428,723	494,251	201,154	309,343	309,343	252,220
Gas Tax 2107	563,002	645,436	250,486	378,566	378,566	437,840
Gas Tax 2107.5	7,558	125	7,504	401,715	701,715	228,304
Gas Tax 2105	436,641	512,803	300,706	442,244	442,244	337,817
Measure A	-	1,718,378	1,136,639	1,334,402	882,632	458,160
Energy & Conservation Grant	-	9,587	439,456	48	210,449	-
Los Cerros L & L	28,760	101,024	44,177	35,207	36,274	37,896
Briggs Ranch L & L	124,529	105,234	94,840	55,241	63,080	73,130
Natoma Station L & L	246,315	260,075	213,569	179,590	204,261	189,370
Folsom Heights L & L	55,604	36,289	24,729	20,142	17,226	18,988
Broadstone Unit 3 L & L	14,139	12,435	9,984	8,100	8,967	8,497
Broadstone L & L	599,252	378,622	424,011	240,383	407,892	230,241
Hannaford Cross L & L	15,277	23,946	24,505	24,841	24,607	25,305
Lake Natoma Shores L & L	12,359	27,325	13,855	20,640	12,881	25,037
Cobble Hills/Reflections L & L	27,471	99,145	44,645	42,829	46,434	63,678
Sierra Estates L & L	9,373	7,714	6,430	5,843	4,478	6,516
Lakeridge L & L	9,639	9,071	15,966	47,250	2,268	47,250
La Collina dal Lago L & L	29,597	25,448	24,054	19,713	10,689	11,842
Cobble Ridge L & L	18,030	12,365	11,910	11,809	7,307	12,113
Prairie Oaks Ranch L & L	265,332	246,819	225,236	261,390	261,871	276,833
Silverbrook L & L	23,632	9,830	6,694	14,609	4,423	19,652
Willow Creek L & L	114,771	57,546	72,624	78,281	88,568	73,391



Description	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2012-13
	Actual	Actual	Actual	Budget	Estimate	Proposed
Blue Ravine Oaks L & L	37,384	33,298	21,519	25,436	30,289	32,330
Steeplechase L & L	53,359	26,255	22,824	22,642	11,323	28,231
Willow Creek So. L & L	350,352	165,031	152,438	119,620	142,159	185,880
American Rv Canyon N. L & L	128,502	104,155	138,426	-	53,955	46,234
Willow Springs L & L	23,495	17,379	8,978	3,250	7,920	3,563
Willow Springs CFD 11 Mtn. Dist.	103,596	112,352	78,811	139,783	80,842	137,525
CFD #12 Mtn. Dist.	749,138	557,588	472,938	288,426	319,485	270,158
CFD #13 ARC Mtn. Dist.	139,122	80,250	88,313	54,382	71,262	77,054
ARC N. L & L Dist. #2	6,887	7,557	7,451	11,100	3,967	11,387
The Residences at ARC, North L & L	12,960	12,202	15,005	16,337	14,245	15,915
Fieldstone Meadows L & L	-	2,454	1,041	-	-	-
Sphere of Influence	1,217,050	1,055,930	1,069,532	-	379,577	-
Oaks at Willow Springs	150,000	-	-	-	-	-
ARC N. L & L Dist. #3	89,301	100,083	99,849	164,128	117,846	163,706
Blue Ravine Oaks No. 2 L & L	-	-	-	-	-	27,963
Redevelopment Prop Tax Trust	-	-	-	-	-	6,717,109
Police Special Revenue	45,523	59,703	385,399	104,174	183,095	62,326
Zoo Special Revenue	582,464	128,453	65,161	42,341	42,341	33,983
Wetland Open Space Maintenance	1,808	10,448	1,645	6,294	6,294	5,988
Police Impound	-	-	-	-	-	-
<b>Subtotal Special Revenue Funds</b>	<b>\$ 21,159,883</b>	<b>\$ 21,222,137</b>	<b>\$ 17,629,236</b>	<b>\$ 16,645,098</b>	<b>\$ 19,058,077</b>	<b>\$ 13,618,926</b>
<b>Debt Service Funds</b>						
CCF Debt Service	\$ 1,218,444	\$ 1,217,365	\$ 670,778	\$ -	\$ -	\$ -
GO School Facilities Bonds DS	3,474,911	14,317,284	3,333,564	3,319,418	3,319,418	3,327,041
Redevelopment DS	1,883,837	19,995,820	21,583,056	5,118,213	5,397,021	5,116,538
Folsom South AD Refunding	746	804	557	806	806	682
1982-1 Nimbus AD	2,596	2,799	1,949	2,818	2,818	2,384
Traffic Signal Refunding	34,926	34,865	34,923	65,812	65,138	49,994
Recreation Facility COP DS	63,530	63,142	62,646	67,651	67,651	71,887
Central Fire Station COP DS	271,249	271,730	266,779	269,060	329,060	1,542
Folsom Public Financing Authority	19,554,199	6,115,784	13,925,657	13,404,784	13,498,027	13,158,851
<b>Subtotal Debt Service Funds</b>	<b>\$ 26,504,439</b>	<b>\$ 42,019,593</b>	<b>\$ 39,879,909</b>	<b>\$ 22,248,562</b>	<b>\$ 22,679,939</b>	<b>\$ 21,728,919</b>
<b>Capital Project Funds</b>						
Supplemental Park Fee	\$ 2,701	\$ 865,732	\$ 60,123	\$ 15,867	\$ 15,867	\$ -
Park Improvements	1,226,000	2,482,755	2,082,087	1,098,157	1,039,319	684,329
Zoo Capital Projects	288,782	52,329	66,142	42,000	42,000	32,000
Police Capital	246,717	246,827	247,141	247,542	247,542	251,513
Redevelopment Capital Projects	4,093,421	3,738,615	12,640,408	1,747,753	6,276,920	-
Fire Capital	151,094	53,258	76,808	105,093	105,909	373,951
General Capital	1,009	1,088	434,276	205,095	205,095	402,667
Transportation Improvements	15,248,797	6,018,560	2,214,195	7,214,095	2,799,737	2,562,175
Drainage Capital	1,199,485	364,012	142,309	174,217	174,217	42,392
Light Rail Transportation	187,259	36,534	37,764	112,076	113,072	172,261
General Park Equipment Capital	106	114	30,161	10,266	2,260	15,898

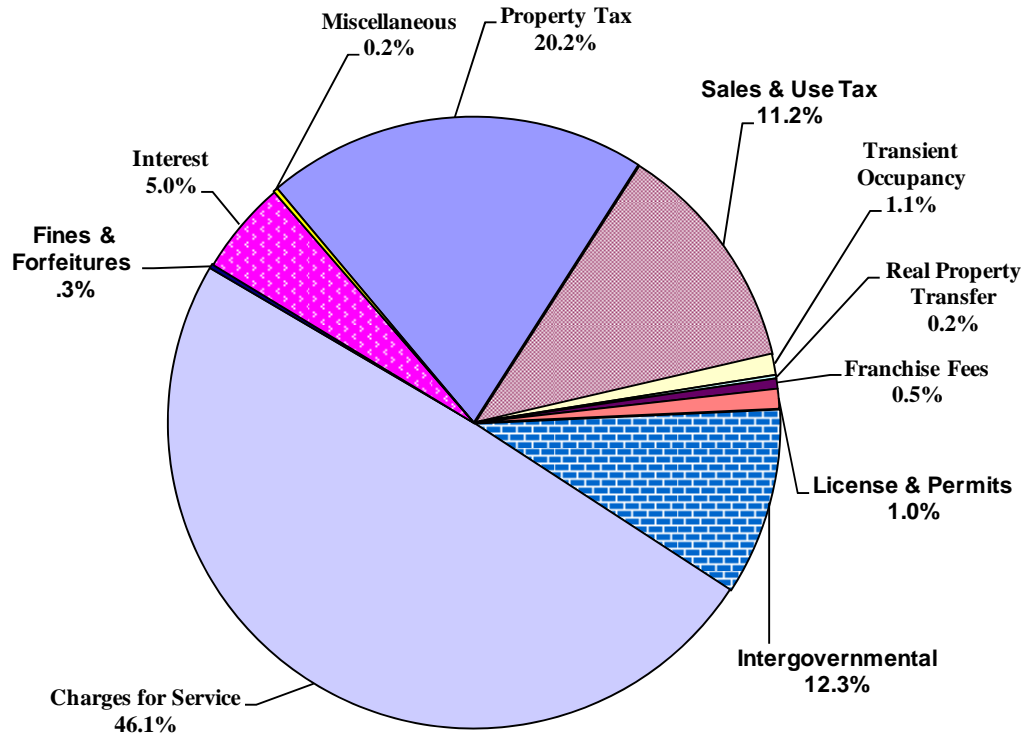
Description	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2012-13
	Actual	Actual	Actual	Budget	Estimate	Adopted
Light Rail	1,046,562	1,620,677	-	1,604,897	-	\$ -
Water Impact	738,451	3,466,524	263,975	554,886	359,449	413,347
Library Development	200,575	97,737	7,221	274	274	346
Major Capital and Renovation	98,961	8,111	2,557	257	257	210
Prairie Oak 1915 AD	181,383	-	-	-	-	-
CFD #10 Russell Ranch	9,720	7,094	239,743	99	99	56
CFD #14 Parkway II	282,102	9,021	283,340	-	458,692	-
<b>Subtotal Capital Project Funds</b>	<b>\$ 25,203,126</b>	<b>\$ 19,068,988</b>	<b>\$ 18,828,250</b>	<b>\$ 13,132,574</b>	<b>\$ 11,840,709</b>	<b>\$ 4,951,145</b>
<b>Enterprise Funds</b>						
Transit	\$ 2,594,085	\$ 2,435,022	\$ 3,717,273	\$ 1,812,357	\$ 3,511,418	\$ 3,773,001
Utilities - Admin	1,973,424	1,046,121	105,095	99,141	80,590	104,376
Water	17,883,330	18,230,448	13,421,422	12,545,488	11,210,663	13,899,839
Water Capital	1,647,886	1,119,279	843,619	18,921	62,517	232,500
Water Meters	3,133	26,189	7,980	27,034	13,391	31,278
Wastewater	6,953,018	5,602,647	4,302,743	5,564,176	4,363,185	7,551,720
Wastewater Capital	2,258	1,624	355,048	2,070	147,655	32,861
Critical Augmentation	1,790	(1,489)	1,943	1,540	1,540	26,406
General Augmentation	219,753	18,173	8,109	2,303	2,303	26,783
Solid Waste	11,098,045	9,980,047	9,486,116	9,101,229	10,356,473	10,114,219
Solid Waste Capital	142,075	99,492	113,889	103,867	103,867	44,481
Landfill Closure	-	1,849,847	21,598	100,000	100,000	150,000
<b>Subtotal Enterprise Funds</b>	<b>\$ 42,518,796</b>	<b>\$ 40,407,400</b>		<b>\$ 29,378,126</b>	<b>\$ 29,953,602</b>	<b>\$ 35,987,464</b>
<b>Internal Service Fund</b>						
Equipment Replacement	\$ 607,708	\$ 539,693	\$ 104,243	\$ 5,748	\$ 71,199	\$ 204,038
Risk Management	-	11,237,237	12,537,579	12,938,336	11,975,004	13,700,925
Compensated Leaves	-	-	2,318,405	-	1,415,818	1,263,617
<b>Subtotal Internal Service Fund</b>	<b>\$ 607,708</b>	<b>\$ 11,776,930</b>	<b>\$ 14,960,227</b>	<b>\$ 12,944,084</b>	<b>\$ 13,462,021</b>	<b>\$ 15,168,580</b>
<b>Agency Funds</b>						
1915 Act Assessment Districts	\$ 4,744,892	\$ 3,048,974	\$ 3,034,275	\$ 3,042,844	\$ 3,040,352	\$ 3,060,924
Mello-Roos Assessment Districts	13,090,820	26,120,696	35,656,304	13,020,131	13,021,356	13,048,169
<b>Subtotal Trust Funds</b>	<b>\$ 17,835,712</b>	<b>\$ 29,169,670</b>	<b>\$ 38,690,579</b>	<b>\$ 16,062,975</b>	<b>\$ 16,061,708</b>	<b>\$ 16,109,093</b>
<b>Total Combined Budget</b>	<b>\$ 217,115,986</b>	<b>\$ 238,028,203</b>	<b>\$ 196,882,557</b>	<b>\$ 175,786,887</b>	<b>\$ 178,513,711</b>	<b>\$ 171,749,933</b>

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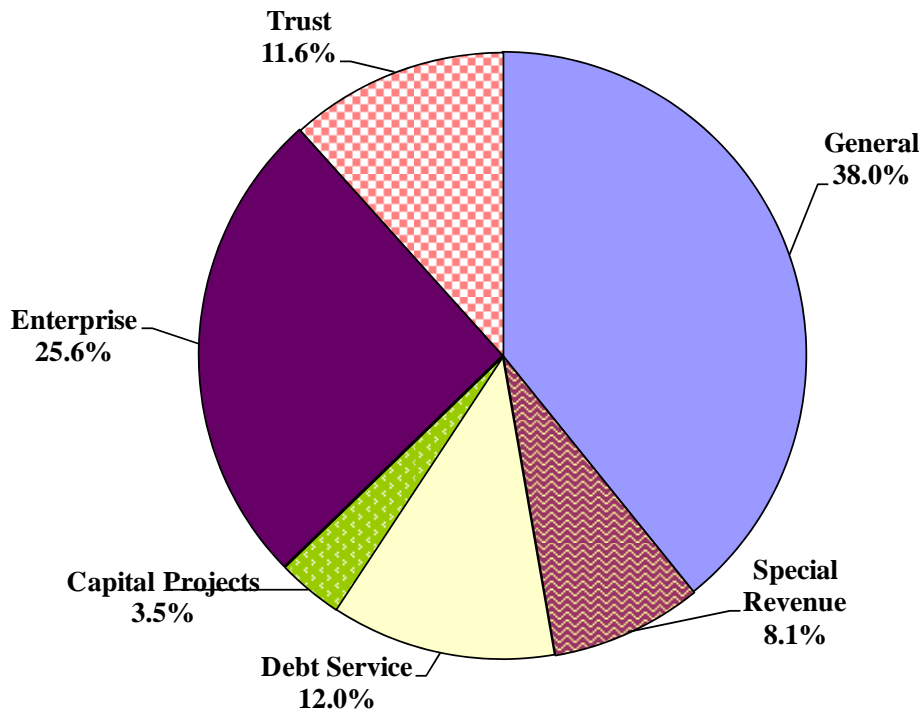
# Summary of Revenues by Fund

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## Summary of Type of Revenues (excluding Transfers) all Fund Types



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



**City of Folsom FY 2012-13 Preliminary 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	\$ 17,390,594	\$ 16,753,446	\$ 1,536,750	\$ 250,000	\$ 735,000	\$ 1,416,240	\$ 5,881,961
<b>Subtotal General Funds</b>	<b>\$ 17,390,594</b>	<b>\$ 16,753,446</b>	<b>\$ 1,536,750</b>	<b>\$ 250,000</b>	<b>\$ 735,000</b>	<b>\$ 1,416,240</b>	<b>\$ 5,881,961</b>
<b>Special Revenue Funds</b>							
Community Development Block Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Traffic Congestion Relief	-	-	-	-	-	-	-
Traffic System Management	-	-	-	-	-	-	-
Folsom Arts & Culture Commission	-	-	-	-	-	-	-
Housing Trust	-	-	-	-	-	-	-
Humbug Willow Creek	-	-	-	-	-	-	85,000
General Plan	-	-	-	-	-	-	-
Tree Planting & Replacement	-	-	-	-	-	-	-
RDA Affordable Housing	-	-	-	-	-	-	-
RDA 80%	-	-	-	-	-	-	-
Park Dedication	-	-	-	-	-	-	-
Miscellaneous Grants	-	-	-	-	-	-	-
Planning Services	-	-	-	-	-	-	-
Local Transportation Tax	-	-	-	-	-	-	45,000
Historical District	-	-	-	-	-	2,500	-
Cultural Events	-	-	-	-	-	-	-
Gas Tax 2106	-	-	-	-	-	-	245,000
Gas Tax 2107	-	-	-	-	-	-	475,000
Gas Tax 2107.5	-	-	-	-	-	-	755,750
Gas Tax 2105	-	-	-	-	-	-	330,000
New Measure A	-	-	-	-	-	-	458,160
Energy & Conservation Grant	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-
Oaks at Willow Springs	-	-	-	-	-	-	-
ARC North L & L Dist. #3	-	-	-	-	-	-	-
Blue Ravine Oaks No. 2 L & L	-	-	-	-	-	-	-
Redevelopment Prop Tax Trust	6,717,109	-	-	-	-	-	-
Police Special Revenue	-	-	-	-	-	-	-
Zoo Special Revenue	-	-	-	-	-	-	-
Wetland Open Space Maintenance	-	-	-	-	-	-	-
<b>Subtotal Special Revenue Funds</b>	<b>\$ 6,717,109</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ 2,543,910</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>
\$ 9,657,548	\$ 329,032	\$ 80,000	\$ 165,527	\$ 9,989,708	\$ -	\$ 64,185,806	General Fund
<b>\$ 9,657,548</b>	<b>\$ 329,032</b>	<b>\$ 80,000</b>	<b>\$ 165,527</b>	<b>\$ 9,989,708</b>	<b>\$ -</b>	<b>\$ 64,185,806</b>	<b>Subtotal General Funds</b>
							<b>Special Revenue Funds</b>
\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ 4,877	\$ 155,877	Community Development Block Grant
-	-	-	-	-	-	-	Traffic Congestion Relief
15,000	-	-	-	-	-	15,000	Traffic System Management
-	-	-	2,000	-	-	2,000	Folsom Arts & Culture Commission
30,000	-	8,000	-	-	144,521	182,521	Housing Trust
-	-	-	-	-	-	85,000	Humbug Willow Creek
50,000	-	5,000	-	-	305,490	360,490	General Plan
50,000	-	10,000	-	-	359,122	419,122	Tree Planting & Replacement
-	-	-	-	855,856	(807,344)	48,512	RDA Affordable Housing
45,956	-	-	-	1,600,571	-	1,646,527	RDA 80%
-	-	-	-	-	-	-	Park Dedication
-	-	-	-	-	-	-	Miscellaneous Grants
-	-	-	-	-	-	-	Planning Services
-	-	500	-	-	3,745	49,245	Local Transportation Tax
-	-	-	-	-	(1,300)	1,200	Historical District
-	-	-	-	-	-	-	Cultural Events
-	-	1,500	-	-	5,720	252,220	Gas Tax 2106
-	-	3,500	-	-	(40,660)	437,840	Gas Tax 2107
-	-	10,000	-	-	(537,446)	228,304	Gas Tax 2107.5
-	-	1,500	-	-	6,317	337,817	Gas Tax 2105
-	-	-	-	-	-	458,160	New Measure A
-	-	-	-	-	-	-	Energy & Conservation Grant
40,838	-	1,100	-	-	(4,042)	37,896	Los Cerros L & L
80,705	-	685	-	-	(8,260)	73,130	Briggs Ranch L & L
163,354	-	860	-	-	25,156	189,370	Natoma Station L & L
20,271	-	-	-	-	(1,283)	18,988	Folsom Heights L & L
16,416	-	380	-	-	(8,299)	8,497	Broadstone Unit 3 L & L
404,843	-	-	-	-	(174,602)	230,241	Broadstone L & L
20,165	-	490	-	-	4,650	25,305	Hannaford Cross L & L
20,775	-	680	-	-	3,582	25,037	Lake Natoma Shores L & L
44,011	-	1,290	-	-	18,377	63,678	Cobble Hills/Reflections L & L
7,163	-	25	-	-	(672)	6,516	Sierra Estates L & L
-	-	1,703	-	-	45,547	47,250	Lakeridge L & L
-	-	130	-	-	11,712	11,842	La Collina dal Lago L & L
13,685	-	540	-	-	(2,112)	12,113	Cobble Ridge L & L
196,226	-	2,140	-	-	78,467	276,833	Prairie Oaks Ranch L & L
16,873	-	710	-	-	2,069	19,652	Silverbrook L & L
60,059	-	368	-	-	12,964	73,391	Willow Creek L & L
36,069	-	1,160	-	-	(4,899)	32,330	Blue Ravine Oaks L & L
24,314	-	790	-	-	3,127	28,231	Steeplechase L & L
160,574	-	4,400	-	-	20,906	185,880	Willow Creek South L & L
103,558	-	-	-	-	(57,324)	46,234	American River Canyon North L & L
14,548	-	55	-	-	(11,040)	3,563	Willow Springs L & L
158,963	-	7,740	-	-	(29,178)	137,525	Willow Springs CFD 11 Mtn. Dist.
450,673	-	-	-	-	(180,515)	270,158	CFD #12 Mtn. Dist.
81,501	-	35	-	-	(4,482)	77,054	CFD #13 ARC Mtn. Dist.
12,510	-	780	-	-	(1,903)	11,387	ARC North L & L Dist. #2
18,608	-	420	-	-	(3,113)	15,915	The Residences at ARC, North L & L
-	-	90	-	-	(90)	-	Fieldstone Meadows L&L
-	-	-	-	-	-	-	Oaks at Willow Springs
180,612	-	3,795	-	-	(20,701)	163,706	ARC North L & L Dist. #3
27,778	-	38	-	-	5,146	32,962	Blue Ravine Oaks No. 2 L & L
-	-	-	-	-	-	6,717,109	Redevelopment Prop Tax Trust
10,000	-	2,000	-	-	50,326	62,326	Police Special Revenue
12,000	-	-	2,500	-	19,483	33,983	Zoo Special Revenue
-	-	2,200	-	-	3,788	5,988	Wetland Preserve Willow Springs
<b>\$ 2,588,048</b>	<b>\$ -</b>	<b>\$ 75,604</b>	<b>\$ 4,500</b>	<b>\$ 2,456,427</b>	<b>\$ (764,173)</b>	<b>\$ 13,623,925</b>	<b>Subtotal Special Revenue Funds</b>



**City of Folsom FY 2012-13 Preliminary 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GO School Facilities Bonds DS	3,301,385	-	-	-	-	-	-
Redevelopment DS	-	-	-	-	-	-	-
Folsom South AD Refunding	-	-	-	-	-	-	-
1982-1 Nimbus AD	-	-	-	-	-	-	-
Traffic Signal Refunding	-	-	-	-	-	-	-
Recreation Facility COP DS	-	-	-	-	-	-	-
Central Fire Station COP DS	-	-	-	-	-	-	-
Folsom Public Financing Authority	-	-	-	-	-	-	-
<b>Subtotal Debt Service Funds</b>	<b>\$ 3,301,385</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	-	-	-	-	-	-	-
Fire Capital	-	-	-	-	-	-	-
General Capital	-	-	-	-	-	-	-
Transportation Improvement	-	-	-	-	-	-	1,914,611
Drainage Capital	-	-	-	-	-	-	-
Light Rail Transportation	-	-	-	-	-	-	-
Park Equipment Capital	-	-	-	-	-	-	-
Light Rail	-	-	-	-	-	-	-
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>\$ 1,914,611</b>
<b>Enterprise Funds</b>							
Transit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,121,673
Utilities - Admin	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Water Capital	-	-	-	-	-	-	-
Water Meters	-	-	-	-	-	-	-
Wastewater	-	-	-	-	-	-	-
Wastewater Capital	-	-	-	-	-	-	-
Critical Augmentation	-	-	-	-	-	-	-
General Augmentation	-	-	-	-	-	-	-
Solid Waste	-	-	-	-	-	-	10,000
Solid Waste Capital	-	-	-	-	-	-	-
Landfill Closure	-	-	-	-	-	-	-
<b>Subtotal Enterprise Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,131,673</b>
<b>Internal Service Fund</b>							
Equipment Replacement	-	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-	-
Compensated Leaves	-	-	-	-	-	-	-
<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>\$ 27,409,088</b>	<b>\$ 16,753,446</b>	<b>\$ 1,536,750</b>	<b>\$ 250,000</b>	<b>\$ 735,000</b>	<b>\$ 1,418,740</b>	<b>\$ 13,472,155</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
-	-	8,000	-	-	17,656	3,327,041	GO School Facilities Bonds DS
-	-	-	-	5,116,538	-	5,116,538	Redevelopment DS
-	-	1,000	-	-	(318)	682	Folsom South AD Refunding
-	-	3,500	-	-	(1,116)	2,384	1982-1 Nimbus AD
49,250	-	500	-	-	244	49,994	Traffic Signal Refunding
-	-	200	66,129	-	5,558	71,887	Recreation Facility COP DS
-	-	1,542	-	-	-	1,542	Central Fire Station COP DS
6,832,422	-	6,326,429	-	-	-	13,158,851	Folsom Public Financing Authority
<b>\$ 6,881,672</b>	<b>\$ -</b>	<b>\$ 6,341,171</b>	<b>\$ 66,129</b>	<b>\$ 5,116,538</b>	<b>\$ 22,024</b>	<b>\$ 21,728,919</b>	<b>Subtotal Debt Service Funds</b>
							<b>Capital Project Funds</b>
3,000	-	-	-	-	(3,000)	-	Supplemental Park Fee
300,000	-	-	-	85,000	299,329	684,329	Park Development
-	-	-	-	32,000	-	32,000	Zoo Capital Projects
70,000	-	1,200	-	-	180,313	251,513	Police Capital
-	-	-	-	-	-	-	Redevelopment Capital Projects
100,000	-	18,000	-	-	255,951	373,951	Fire Capital
100,000	-	4,000	-	-	298,667	402,667	General Capital
650,000	-	60,000	-	-	(62,436)	2,562,175	Transportation Improvement
60,000	-	400	-	-	(18,008)	42,392	Drainage Capital
50,000	-	2,500	-	-	119,761	172,261	Light Rail Transportation
7,000	-	200	-	-	8,698	15,898	Park Equipment Capital
-	-	-	-	-	-	-	Light Rail
40,000	-	8,000	-	-	365,347	413,347	Water Impact
-	-	400	-	-	(54)	346	Library Development
-	-	300	-	-	(90)	210	Major Capital and Renovation
-	-	-	-	-	-	-	Prairie Oak 1915 AD
-	-	56	-	-	-	56	CFD #10 Russell Ranch
-	-	-	-	-	-	-	CFD #14 Parkway II
<b>\$ 1,380,000</b>	<b>\$ -</b>	<b>\$ 95,056</b>	<b>\$ -</b>	<b>\$ 117,000</b>	<b>\$ 1,444,478</b>	<b>\$ 4,951,145</b>	<b>Subtotal Capital Project Funds</b>
							<b>Enterprise Funds</b>
\$ 556,089	\$ -	\$ 4,252	\$ 90,987	\$ -	\$ -	\$ 3,773,001	Transit
-	-	-	-	104,376	-	104,376	Utilities - Admin
13,163,912	-	18,000	-	350,000	367,927	13,899,839	Water
300,000	-	2,000	-	-	(69,500)	232,500	Water Capital
25,000	-	2,500	-	-	3,778	31,278	Water Meters
6,176,200	-	45,000	-	-	1,330,520	7,551,720	Wastewater
40,000	-	1,200	-	-	(8,339)	32,861	Wastewater Capital
-	-	4,000	-	-	22,406	26,406	Critical Augmentation
-	-	4,000	-	-	22,783	26,783	General Augmentation
10,084,219	-	20,000	-	-	-	10,114,219	Solid Waste
30,000	-	500	-	-	13,981	44,481	Solid Waste Capital
-	-	-	-	150,000	-	150,000	Landfill Closure
<b>\$ 30,375,420</b>	<b>\$ -</b>	<b>\$ 101,452</b>	<b>\$ 90,987</b>	<b>\$ 604,376</b>	<b>\$ 1,683,556</b>	<b>\$ 35,987,464</b>	<b>Subtotal Enterprise Funds</b>
							<b>Internal Service Fund</b>
-	-	7,000	-	-	197,038	204,038	Equipment Replacement
1,293,896	-	-	10,927,743	-	1,479,286	13,700,925	Risk Management
1,689,017	-	-	-	-	(425,400)	1,263,617	Compensated Leaves
<b>\$ 2,982,913</b>	<b>\$ -</b>	<b>\$ 7,000</b>	<b>\$ 10,927,743</b>	<b>\$ -</b>	<b>\$ 1,250,924</b>	<b>\$ 15,168,580</b>	<b>Subtotal Internal Service Fund</b>
							<b>Trust Funds</b>
\$ 16,068,815	\$ -	\$ 66,142	\$ -	\$ -	\$ (25,864)	\$ 16,109,093	Mello-Roos Agency Funds
<b>\$ 16,068,815</b>	<b>\$ -</b>	<b>\$ 66,142</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (25,864)</b>	<b>\$ 16,109,093</b>	<b>Subtotal Trust Funds</b>
<b>\$ 69,934,416</b>	<b>\$ 329,032</b>	<b>\$ 6,766,425</b>	<b>\$ 11,254,886</b>	<b>\$ 18,284,049</b>	<b>\$ 3,610,945</b>	<b>\$ 171,754,932</b>	<b>Total Combined Budget</b>

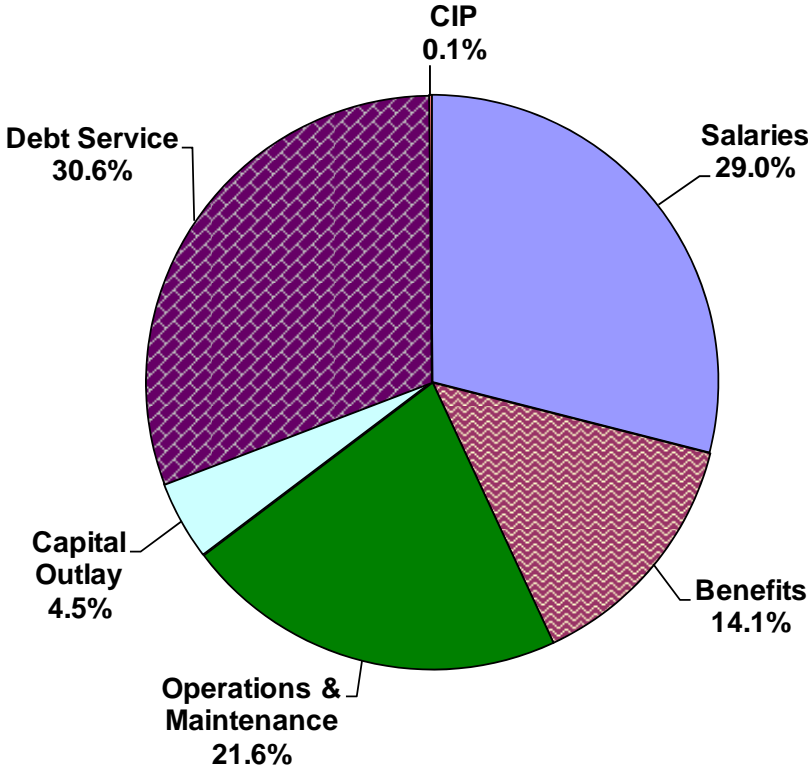


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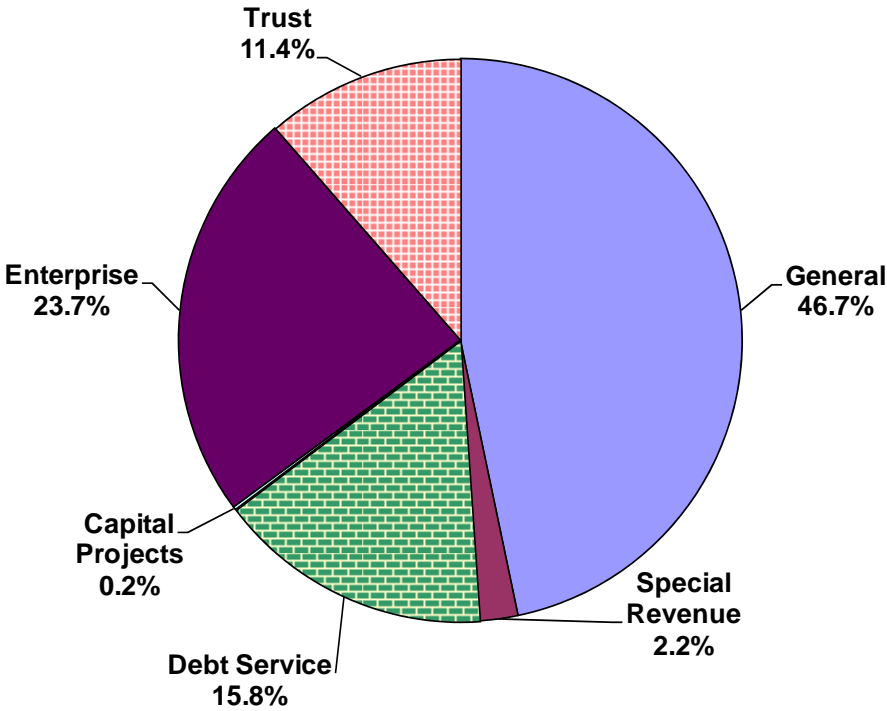
# *Summary of Appropriations by Fund*

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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 2012-13 Preliminary 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	\$ 31,790,758	\$ 15,496,412	\$ 14,201,758	\$ -
<b>Subtotal General Funds</b>	<b>\$ 31,790,758</b>	<b>\$ 15,496,412</b>	<b>\$ 14,201,758</b>	<b>\$ -</b>
<b>Special Revenue Funds</b>				
Community Development Block Grant	\$ -	\$ -	\$ 150,000	\$ -
Traffic Congestion Relief	-	-	-	-
Traffic System Management	-	-	15,000	-
Folsom Arts & Culture Commission	-	-	2,000	-
Housing Trust	-	-	-	-
Humbug Willow Creek	-	-	-	-
General Plan	-	-	300,000	-
Tree Planting & Replacement	-	-	50,000	-
RDA Affordable Housing	-	-	48,512	-
RDA 80%	-	-	790,671	-
Park Dedication	-	-	-	-
Miscellaneous Grants	-	-	-	-
Planning Services	-	-	-	-
Local Transportation Tax	-	-	-	-
Historical District	-	-	1,200	-
Cultural Events	-	-	-	-
Gas Tax 2106	-	-	-	-
Gas Tax 2107	-	-	-	-
Gas Tax 2107.5	-	-	-	-
Gas Tax 2105	-	-	-	-
New Measure A	-	-	-	-
Energy & Conservation Grant	-	-	-	-
Los Cerros L & L	-	-	34,310	-
Briggs Ranch L & L	-	-	52,450	-
Natoma Station L & L	-	-	147,050	-
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	-	-	21,890	-
Cobble Hills/Reflections L & L	-	-	52,130	-
Sierra Estates L & L	-	-	4,330	-
Lakeridge L & L	-	-	47,250	-
La Collina dal Lago L & L	-	-	9,490	-
Cobble Ridge L & L	-	-	10,190	-
Prairie Oaks Ranch L & L	-	-	209,550	-
Silverbrook L & L	-	-	17,810	-
Willow Creek L & L	-	-	52,050	-
Blue Ravine Oaks L & L	-	-	26,490	-
Steeplechase L & L	-	-	25,990	-
Willow Creek South L & L	-	-	163,290	-
American River Canyon North L & L	-	-	43,000	-
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.	-	-	48,800	-
ARC North L & L Dist. #2	-	-	11,100	-
The Residences at ARC, North L & L	-	-	13,440	-
Fieldstone Meadows L&L	-	-	-	-
Oaks at Willow Springs	-	-	-	-
ARC North L & L Dist. #3	-	-	142,950	-
Blue Ravine Oaks No. 2 L & L	-	-	27,000	-
Redevelopment Prop Tax Trust	-	-	-	-
Police Special Revenue	-	-	-	-
Zoo Special revenue	-	-	-	-
Wetland Open Space Maintenance	-	-	5,000	-
<b>Subtotal Special Revenue Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,014,983</b>	<b>\$ -</b>

*Summary of Appropriations by Fund*

Debt Service	Capital Improvements	Transfers Out	Total	
				<b>General Funds</b>
\$ 2,496,878	\$ 200,000	\$ -	\$ 64,185,806	General Fund
<b>\$ 2,496,878</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 64,185,806</b>	<b>Subtotal General Funds</b>
				<b>Special Revenue Funds</b>
\$ -	\$ -	\$ 5,877	155,877	Community Development Block Grant
-	-	-	-	Traffic Congestion Relief
-	-	-	15,000	Traffic System Management
-	-	-	2,000	Folsom Arts & Culture Commission
-	-	182,521	182,521	Housing Trust
-	-	85,000	85,000	Humbug Willow Creek
-	-	60,490	360,490	General Plan
-	-	369,122	419,122	Tree Planting & Replacement
-	-	-	48,512	RDA Affordable Housing
-	-	855,856	1,646,527	RDA 80%
-	-	-	-	Park Dedication
-	-	-	-	Miscellaneous Grants
-	-	-	-	Planning Services
-	-	49,245	49,245	Local Transportation Tax
-	-	-	1,200	Historical District
-	-	-	-	Cultural Events
-	-	252,220	252,220	Gas Tax 2106
-	-	437,840	437,840	Gas Tax 2107
-	-	228,304	228,304	Gas Tax 2107.5
-	-	337,817	337,817	Gas Tax 2105
-	-	458,160	458,160	New Measure A
-	-	-	-	Energy & Conservation Grant
-	-	3,586	37,896	Los Cerros L & L
-	-	20,680	73,130	Briggs Ranch L & L
-	-	42,320	189,370	Natoma Station L & L
-	-	3,748	18,988	Folsom Heights L & L
-	-	397	8,497	Broadstone Unit 3 L & L
-	-	73,091	230,241	Broadstone L & L
-	-	3,255	25,305	Hannaford Cross L & L
-	-	3,147	25,037	Lake Natoma Shores L & L
-	-	11,548	63,678	Cobble Hills/Reflections L & L
-	-	2,186	6,516	Sierra Estates L & L
-	-	-	47,250	Lakeridge L & L
-	-	2,352	11,842	La Collina dal Lago L & L
-	-	1,923	12,113	Cobble Ridge L & L
-	-	67,283	276,833	Prairie Oaks Ranch L & L
-	-	1,842	19,652	Silverbrook L & L
-	-	21,341	73,391	Willow Creek L & L
-	-	5,840	32,330	Blue Ravine Oaks L & L
-	-	2,241	28,231	Steeplechase L & L
-	-	22,590	185,880	Willow Creek South L & L
-	-	3,234	46,234	American River Canyon North L & L
-	-	313	3,563	Willow Springs L & L
-	-	22,375	137,525	Willow Springs CFD 11 Mtn. Dist.
-	-	99,058	270,158	CFD #12 Mtn. Dist.
-	-	28,254	77,054	CFD #13 ARC Mtn. Dist.
-	-	287	11,387	ARC North L & L Dist. #2
-	-	2,475	15,915	The Residences at ARC, North L & L
-	-	-	-	Fieldstone Meadows L&L
-	-	-	-	Oaks at Willow Springs
-	-	20,756	163,706	ARC North L & L Dist. #3
-	-	5,962	32,962	Blue Ravine Oaks No. 2 L & L
-	-	6,717,109	6,717,109	Redevelopment Prop Tax Trust
-	-	62,326	62,326	Police Special Revenue
-	-	33,983	33,983	Zoo Special Revenue
-	-	988	5,988	Wetland Preserve Willow Springs
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,608,942</b>	<b>\$ 13,623,925</b>	<b>Subtotal Special Revenue Funds</b>



*City of Folsom FY 2012-13 Preliminary 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	\$ -	\$ -	\$ -	\$ -
GO School Facilities Bonds DS	-	-	-	-
Redevelopment DS	-	-	-	-
Folsom South AD Refunding	-	-	-	-
1982-1 Nimbus AD	-	-	-	-
Traffic Signal Refunding	-	-	-	-
Recreation Facility COP DS	-	-	-	-
Central Fire Station COP DS	-	-	-	-
Folsom Public Financing Authority	-	-	-	-
<b>Subtotal Debt Service Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Project Funds</b>				
Supplemental Park Fee	\$ -	\$ -	\$ -	\$ -
Park Development	104,539	43,610	11,585	-
Zoo Capital Projects	-	-	-	32,000
Police Capital	-	-	-	-
Redevelopment Capital Projects	-	-	-	-
Fire Capital	-	-	-	-
General Capital	-	-	-	-
Transportation Improvement	-	-	-	-
Drainage Capital	-	-	-	-
Light Rail Transportation	-	-	1,000	-
Park Equipment Capital	-	-	15,000	-
Light Rail	-	-	-	-
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>\$ 104,539</b>	<b>\$ 43,610</b>	<b>\$ 77,585</b>	<b>\$ 32,000</b>
<b>Enterprise Funds</b>				
Transit	\$ 671,920	\$ 415,895	\$ 2,261,155	\$ -
Utilities Admin	-	-	104,376	-
Water	2,780,924	1,324,971	4,750,066	2,000,000
Water Capital	-	-	216,186	-
Water Meters	-	-	30,000	-
Wastewater	1,425,807	682,900	1,652,175	3,000,000
Wastewater Capital	-	-	25,000	-
Critical Augmentation	-	-	25,000	-
General Augmentation	-	-	25,000	-
Solid Waste	2,907,670	1,449,748	3,186,208	1,160,000
Solid Waste Capital	-	-	40,000	-
Landfill Closure	-	-	150,000	-
<b>Subtotal Enterprise Funds</b>	<b>\$ 7,786,321</b>	<b>\$ 3,873,514</b>	<b>\$ 12,465,166</b>	<b>\$ 6,160,000</b>
<b>Internal Service Fund</b>				
Equipment Replacement	-	-	-	-
Risk Management	167,811	7,895,391	5,637,723	-
Compensated Leaves	-	1,263,617	-	-
<b>Subtotal Internal Service Fund</b>	<b>\$ 167,811</b>	<b>\$ 9,159,008</b>	<b>\$ 5,637,723</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>\$ 39,849,429</b>	<b>\$ 28,572,544</b>	<b>\$ 35,397,215</b>	<b>\$ 6,192,000</b>

*Summary of Appropriations by Fund*

Debt Service	Improvement Plan	Transfers Out	Total	
				<b>Debt Service Funds</b>
\$ -	\$ -	\$ -	\$ -	CCF Debt Service
3,311,385	-	15,656	<b>3,327,041</b>	G O School Facilities Bonds DS
5,116,538	-	-	<b>5,116,538</b>	Redevelopment DS
-	-	682	<b>682</b>	Folsom South AD Refunding
-	-	2,384	<b>2,384</b>	1982-1 Nimbus AD
49,350	-	644	<b>49,994</b>	Traffic Signal Refunding
69,550	-	2,337	<b>71,887</b>	Recreation Facility COP DS
-	-	1,542	<b>1,542</b>	Central Fire Station COP DS
13,158,851	-	-	<b>13,158,851</b>	Folsom Public Financing Authority
<b>\$ 21,705,674</b>	<b>\$ -</b>	<b>\$ 23,245</b>	<b>\$ 21,728,919</b>	<b>Subtotal Debt Service Funds</b>
				<b>Capital Project Funds</b>
\$ -	\$ -	\$ -	\$ -	Supplemental Park Fee
-	-	524,595	<b>684,329</b>	Park Development
-	-	-	<b>32,000</b>	Zoo Capital Projects
-	-	251,513	<b>251,513</b>	Police Capital
-	-	-	-	Redevelopment Capital Projects
-	-	373,951	<b>373,951</b>	Fire Capital
-	-	402,667	<b>402,667</b>	General Capital
-	-	2,562,175	<b>2,562,175</b>	Transportation Improvement
-	-	42,392	<b>42,392</b>	Drainage Capital
-	-	171,261	<b>172,261</b>	Light Rail Transportation
-	-	898	<b>15,898</b>	Park Equipment Capital
-	-	-	-	Light Rail
-	-	363,347	<b>413,347</b>	Water Impact
-	-	346	<b>346</b>	Library Development
-	-	210	<b>210</b>	Major Capital and Renovation
-	-	-	-	Prairie Oak 1915 AD
-	-	56	<b>56</b>	CFD #10 Russell Ranch
-	-	-	-	CFD #14 Parkway II
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,693,411</b>	<b>\$ 4,951,145</b>	<b>Subtotal Capital Project Funds</b>
				<b>Enterprise Funds</b>
\$ -	\$ -	\$ 424,031	\$ <b>3,773,001</b>	Transit
-	-	-	<b>104,376</b>	Utilities Admin
2,059,579	-	984,299	<b>13,899,839</b>	Water
-	-	16,314	<b>232,500</b>	Water Capital
-	-	1,278	<b>31,278</b>	Water Meters
82,595	-	708,243	<b>7,551,720</b>	Wastewater
-	-	7,861	<b>32,861</b>	Wastewater Capital
-	-	1,406	<b>26,406</b>	Critical Augmentation
-	-	1,783	<b>26,783</b>	General Augmentation
105,876	-	1,304,717	<b>10,114,219</b>	Solid Waste
-	-	4,481	<b>44,481</b>	Solid Waste Capital
-	-	-	<b>150,000</b>	Landfill Closure
<b>\$ 2,248,050</b>	<b>\$ -</b>	<b>\$ 3,454,413</b>	<b>\$ 35,987,464</b>	<b>Subtotal Enterprise Funds</b>
				<b>Internal Service Fund</b>
-	-	204,038	<b>204,038</b>	Equipment Replacement
-	-	-	<b>13,700,925</b>	Risk Management
-	-	-	<b>1,263,617</b>	Compensated Leaves
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 204,038</b>	<b>\$ 15,168,580</b>	<b>Subtotal Internal Service Fund</b>
				<b>Trust Funds</b>
15,709,093	-	400,000	<b>16,109,093</b>	Mello-Roos Agency Funds
<b>\$ 15,709,093</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ 16,109,093</b>	<b>Subtotal Trust Funds</b>
<b>\$ 42,159,695</b>	<b>\$ 200,000</b>	<b>\$ 19,384,049</b>	<b>\$ 171,754,932</b>	<b>Total Combined Budget</b>

## Operating Expenditure Summary By Program

	Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Budget FY 2011-12	Projected FY 2011-12	Proposed FY 2012-13
<b>General Fund</b>						
City Council	\$119,292	\$126,773	\$130,826	\$103,876	\$98,290	\$97,868
City Manager	\$894,921	\$851,821	\$1,172,479	\$1,108,276	\$926,122	\$879,463
City Attorney	\$981,448	\$974,936	\$773,071	\$785,069	\$736,180	\$787,560
Administrative Services	\$2,676,140	\$2,526,464	\$914,795	\$0	\$0	\$0
City Clerk	\$512,047	\$489,382	\$384,904	\$372,417	\$371,073	\$416,017
Community Development	\$4,835,055	\$4,975,459	\$2,925,076	\$3,087,215	\$3,038,843	\$3,426,906
Economic Development	\$456,404	\$379,297	\$0	\$0	\$0	\$0
Finance	\$2,431,620	\$2,420,230	\$3,193,123	\$3,290,101	\$3,272,089	\$3,137,576
Fire	\$15,024,865	\$14,272,185	\$13,506,906	\$13,461,149	\$14,182,116	\$13,194,795
Human Resources	\$1,126,636	\$1,034,357	\$727,104	\$707,978	\$644,290	\$655,604
Library	\$1,719,694	\$1,662,380	\$1,542,150	\$1,319,269	\$1,437,256	\$1,247,940
Parks & Recreation	\$11,090,137	\$9,490,236	\$9,842,603	\$10,497,163	\$10,548,351	\$10,173,160
Police	\$1,877,987	\$18,088,104	\$17,269,747	\$16,940,919	\$17,306,649	\$17,069,763
Fleet Management	\$1,395,742	\$1,216,640	\$1,068,516	\$1,090,741	\$1,098,936	\$1,073,259
Public Works	\$5,615,852	\$6,115,916	\$4,883,902	\$5,796,973	\$5,062,393	\$5,436,802
Utilities Administration	\$0	\$0	\$0	\$0	\$0	\$0
Non-Departmental	\$1,845,905	\$1,584,893	\$4,333,383	\$4,212,604	\$3,796,869	\$4,092,215
<b>Total General Fund</b>	<b>\$52,603,745</b>	<b>\$66,209,073</b>	<b>\$62,668,585</b>	<b>\$62,773,750</b>	<b>\$62,519,457</b>	<b>\$61,688,928</b>
<b>Special Revenue Funds</b>						
Redevelopment & Housing	\$6,978,169	\$7,046,906	\$4,289,695	\$3,240,143	\$4,185,267	\$839,183
<b>Total Special Revenue Funds</b>	<b>\$6,978,169</b>	<b>\$7,046,906</b>	<b>\$4,289,695</b>	<b>\$3,240,143</b>	<b>\$4,185,267</b>	<b>\$839,183</b>
<b>Enterprise Funds</b>						
Transit	\$1,784,021	\$1,531,774	\$3,035,826	\$1,440,548	\$2,911,026	\$3,348,970
Utilities Administration	\$1,488,519	\$1,546,055	\$105,095	\$99,141	\$80,590	\$104,376
Solid Waste	\$7,298,421	\$6,786,728	\$7,190,092	\$7,491,183	\$7,067,194	\$7,543,626
Wastewater	\$2,651,632	\$3,301,738	\$2,647,321	\$4,794,174	\$2,845,429	\$3,760,882
Water	\$11,317,491	\$9,780,129	\$8,827,900	\$9,372,625	\$8,074,909	\$8,855,961
<b>Total Enterprise Funds</b>	<b>\$24,540,084</b>	<b>\$22,946,424</b>	<b>\$21,806,234</b>	<b>\$23,197,671</b>	<b>\$20,979,148</b>	<b>\$23,613,815</b>
<b>Internal Service Funds</b>						
Risk Management	\$0	\$0	\$848,134	\$408,692	\$374,924	\$421,487
Compensated Leaves	\$0	\$0	\$2,318,405	\$0	\$1,415,818	\$1,263,617
<b>Total Internal Service Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$848,134</b>	<b>\$408,692</b>	<b>\$374,924</b>	<b>\$421,487</b>
<b>Total Operating Budget</b>	<b>\$84,121,998</b>	<b>\$96,202,403</b>	<b>\$89,612,648</b>	<b>\$89,620,256</b>	<b>\$88,058,796</b>	<b>\$86,563,413</b>
<b>Note: Does not include Debt Service, CIPs or Transfers Out.</b>						

## *Summary of Capital Outlay*

Fund	Description	Amount
<b>General</b>		
	Fire Vehicle	\$ 100,000
	Police Vehicles	100,000
	<b>General Fund Total</b>	<b>\$ 200,000</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	\$ 1,160,000
	<b>Enterprise Fund Total</b>	<b>\$ 1,160,000</b>
<b>Internal Service Funds</b>		
	<b>Internal Service Fund Total</b>	<b>\$</b>
<b>Total Capital Outlay</b>		<b>\$1,360,000</b>
<b>Assets Funded through Capital Lease Financing</b>		<b>(\$100,000)</b>
<b>Net Capital Outlay</b>		<b>\$1,260,000</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 2012-13 Budget.

	TRANSFERS TO OTHER FUNDS	TRANSFERS FROM OTHER FUNDS
<b>GENERAL FUNDS</b>		
General Fund	\$ -	\$ 11,089,708
<b>SPECIAL REVENUE FUNDS</b>		
Gas Tax 2106	252,220	-
Gas Tax 2107	437,840	-
Gas Tax 2107.5	228,304	-
Gas Tax 2105	337,817	-
Tree Planting	369,122	-
Redevelopment Agency 80%	855,856	1,600,571
Redevelopment Affordable Housing	-	855,856
Redevelopment Property Tax Trust	6,717,109	-
Landscape & Lighting Districts	472,084	-
Local Transportation Tax	49,245	-
Transportation System Management	-	-
General Plan Amendment	60,490	-
Humbug Willow Creek	85,000	-
Police Trust	62,326	-
Housing Trust	182,521	-
Zoo Trust	33,983	-
New Measure A	458,160	-
Community Development Block Grant	5,877	-
<b>DEBT SERVICE FUND</b>		
CCF Debt Service	-	-
1993 GO School FACDS	15,656	-
Redevelopment Agency Debt Service	-	5,116,538
Traffic Signal COP Refinance	644	-
Recreation Facility COP	2,337	-
Fire Certificates of Participation Debt Service	1,542	-
Miscellaneous Debt	3,066	-
<b>CAPITAL PROJECT FUNDS</b>		
Redevelopment Agency Projects	-	-
Supplemental Park Fees	-	-
Transportation Improvements	2,562,175	-
Police Capital Improvements	251,513	-
Fire Capital	373,951	-
Light Rail Capital Improvements	171,261	-
Light Rail Transportation	-	-
Zoo Capital	-	32,000
General Capital Improvements	402,667	-
Park Equipment	898	-
Drainage Capital Improvements	42,392	-
Library Development	346	-

	TRANSFERS TO OTHER FUNDS	TRANSFERS FROM OTHER FUNDS
<b>Capital Project Funds (cont.)</b>		
Park Development	524,595	85,000
Water Impact	\$ 363,347	\$ -
CFD #10 Russell Ranch	56	-
Miscellaneous Capital	210	-
<b>ENTERPRISE FUNDS</b>		
Transit	424,031	-
Utilities Admin	-	104,376
Water	984,299	350,000
Water Capital	16,314	-
Water Meters	1,278	-
Wastewater	708,243	-
Wastewater Capital	7,861	-
Facilities Augmentation Funds	3,189	-
Solid Waste	1,304,717	-
Solid Waste Capital	4,481	-
Landfill Closure	-	150,000
<b>INTERNAL SERVICE FUND</b>		
Equipment Replacement	204,038	-
<b>TRUST AND AGENCY FUNDS</b>		
Miscellaneous Funds	988	-
Mello-Roos Districts	400,000	-
<b>TOTALS</b>	<b>\$ 19,384,049</b>	<b>\$ 19,384,049</b>





## *Summary of Staffing*

Below is a comparison of position totals by department for the FY 2008-09 through FY 2011-12 Budgets and the proposed FY 2012-13 Budget. All positions are listed as full-time equivalent except for City Council which is listed as number of members. Please see page VI-13 for a detail of staffing positions.

	<b>FY 2008-09</b>	<b>FY 2009-10</b>	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>
	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Proposed</b>
City Council	5.00	5.00	5.00	5.00	5.00
City Manager	3.75	5.00	6.25	6.00	5.25
City Attorney	5.00	5.00	4.00	4.00	4.00
Administrative Services	11.00	12.00	-	-	-
City Clerk	3.50	3.50	3.00	3.00	3.00
Community Development	34.00	33.00	21.00	21.50	22.00
Finance	20.00	19.00	24.00	24.00	20.00
Fire Department	78.00	79.00	69.00	64.00	63.00
Human Resources	6.75	6.00	6.00	6.00	5.00
Intergovernmental Affairs & Economic Development	1.50	1.50	-	-	-
Library	16.00	15.00	13.50	12.00	11.00
Parks & Recreation	65.55	50.80	53.80	52.80	43.00
Police Department	120.25	112.25	103.50	103.50	98.50
Public Works	70.70	59.00	54.75	55.50	52.00
Redevelopment & Housing	7.50	5.50	5.50	5.00	-
Utilities	99.00	95.00	91.50	89.00	90.25
<b>Total Staffing Positions</b>	<b>547.50</b>	<b>506.55</b>	<b>460.80</b>	<b>451.30</b>	<b>422.00</b>

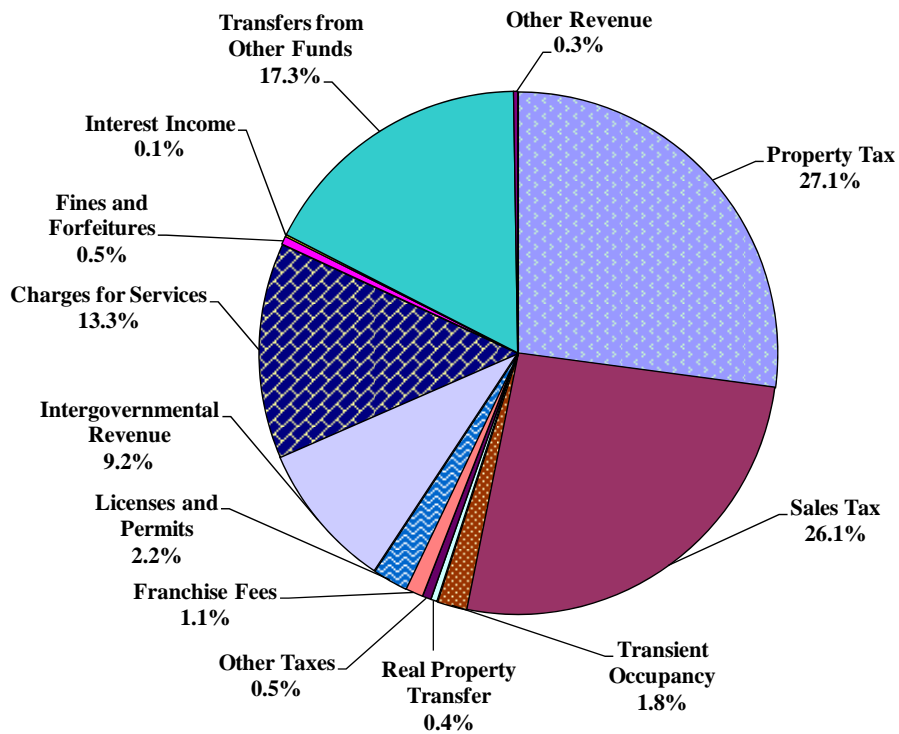


# *General Fund Summary*

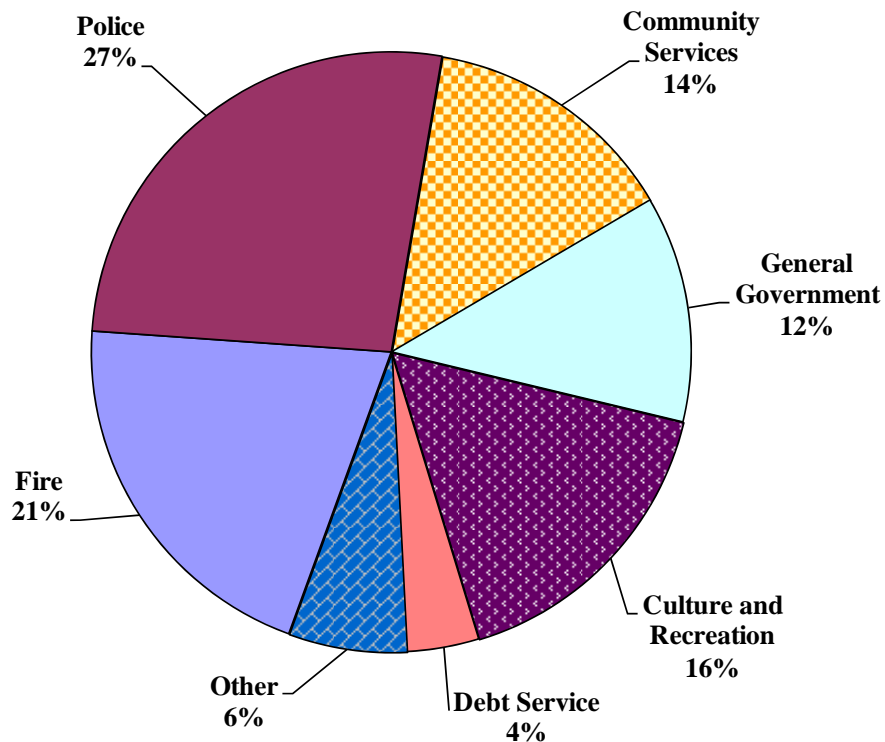
## General Fund Summary

	<u>Actual</u> <u>FY 2009</u>	<u>Actual</u> <u>FY 2010</u>	<u>Actual</u> <u>FY 2011</u>	<u>Budget</u> <u>FY 2012</u>	<u>Projected</u> <u>FY 2012</u>	<u>Proposed</u> <u>FY 2013</u>
<b>REVENUES</b>						
Property Tax	\$19,936,202	\$19,864,031	\$18,305,517	\$20,150,600	\$17,930,000	\$17,390,595
Sales Tax	\$16,079,061	13,716,215	15,141,504	15,650,058	16,055,168	16,753,446
Transient Occupancy	\$1,156,114	1,109,369	1,152,717	1,200,000	1,175,000	1,186,750
Real Property Transfer	\$277,607	227,464	286,971	248,600	250,000	250,000
Other Taxes	\$0	512,176	349,975	240,000	350,000	350,000
Franchise Fees	573,928	711,458	736,927	545,133	735,000	735,000
Licenses and Permits	2,181,423	1,356,858	1,395,010	1,317,000	1,384,814	1,416,240
Intergovernmental Revenue	6,263,050	6,492,143	6,568,912	5,895,000	6,102,826	5,881,961
Charges for Services	11,684,925	9,741,531	9,525,761	8,116,010	9,192,507	8,557,548
Fines and Forfeitures	438,462	424,346	378,927	408,900	316,958	329,032
Interest Income	488,161	228,302	82,643	229,945	90,055	80,000
Transfers from Other Funds	22,062,424	11,619,749	10,440,784	10,834,322	9,957,124	11,089,708
Other Revenue	334,449	492,683	188,727	539,900	442,010	165,526
<b>Total Current Revenues</b>	<b>\$81,475,806</b>	<b>\$66,496,325</b>	<b>\$64,554,375</b>	<b>\$65,375,468</b>	<b>\$63,981,462</b>	<b>\$64,185,806</b>
Appropriation from Fund Balance	\$0	\$0		\$0	\$0	\$0
Carry over amount (one time expenses)	\$0	\$0		\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$81,475,806</b>	<b>\$66,496,325</b>	<b>\$64,554,375</b>	<b>\$65,375,468</b>	<b>\$63,981,462</b>	<b>\$64,185,806</b>
<b>APPROPRIATIONS (Category)</b>						
Fire	\$15,024,865	\$14,164,809	\$13,506,905	\$13,461,149	\$14,182,116	\$13,194,795
Police	18,777,984	17,647,282	17,269,747	16,940,919	17,618,658	17,069,763
Community Services	11,102,757	12,298,748	7,808,977	8,884,188	8,187,664	8,881,370
General Government	11,862,228	8,471,006	8,364,818	7,458,458	7,992,275	7,835,420
Culture and Recreation	12,809,831	12,238,600	11,384,753	11,816,432	11,126,138	10,615,365
Debt Service	2,554,652	2,146,551	2,588,090	2,601,718	2,553,936	2,496,878
Other	11,154,005	2,324,035	5,950,830	4,212,604	3,796,869	4,092,215
<b>Total Appropriations</b>	<b>\$83,286,322</b>	<b>\$69,291,031</b>	<b>\$66,874,120</b>	<b>\$65,375,468</b>	<b>\$65,457,656</b>	<b>\$64,185,806</b>
<b>APPROPRIATIONS (Object)</b>						
Salaries	\$36,814,851	\$33,581,987	\$31,352,056	\$30,883,289	\$32,087,976	\$31,790,758
Benefits	18,624,459	18,456,027	16,882,822	16,678,911	16,558,552	15,496,412
Operating Expenses	14,519,671	14,410,103	14,101,235	14,570,350	13,904,075	14,201,758
Capital Outlay	619,139	88,000	332,472	641,200	353,117	200,000
Debt Service	2,554,652	2,539,175	2,588,090	2,601,718	2,553,936	2,496,878
Transfer to Other Funds	10,153,550	215,739	1,617,445	-	-	-
<b>Total Appropriations</b>	<b>\$83,286,322</b>	<b>\$69,291,031</b>	<b>\$66,874,120</b>	<b>\$65,375,468</b>	<b>\$65,457,656</b>	<b>\$64,185,806</b>
<b>Revenue Surplus/(Shortfall)</b>	<b>(\$1,810,516)</b>	<b>(\$2,794,706)</b>	<b>(\$2,319,745)</b>	<b>\$0</b>	<b>(\$1,476,194)</b>	<b>\$0</b>

**Proposed FY 2012-13 General Fund Budget Revenue Category**

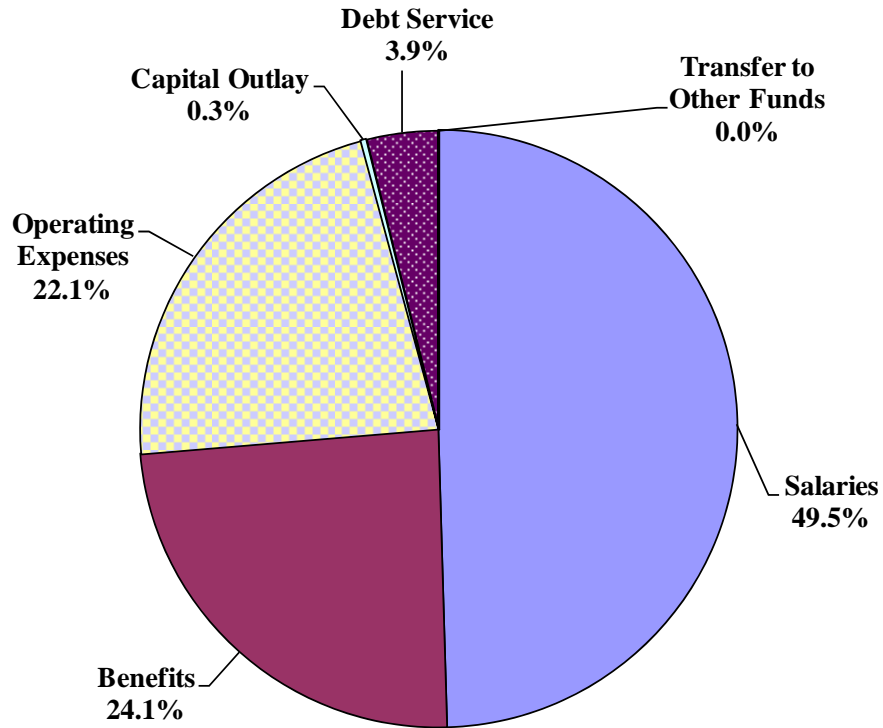


**Proposed FY 2012-13 General Fund Budget Appropriations by Category**



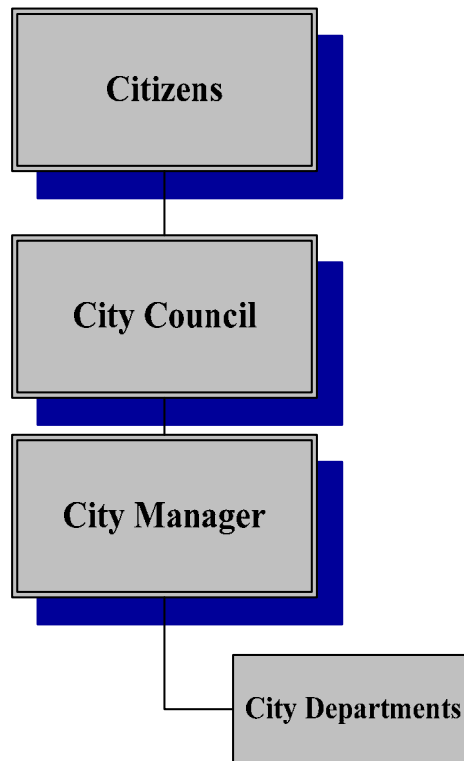


*Proposed FY 2012-13 General Fund Budget Appropriations by Object*





*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 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$37,200	\$37,200	\$37,200	\$37,200	0.00%
Benefits	\$86,541	\$54,861	\$54,748	\$48,735	-11.17%
Operation & Maintenance	\$7,085	\$11,815	\$6,342	\$11,933	1.00%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$130,827</b>	<b>\$103,876</b>	<b>\$98,290</b>	<b>\$97,868</b>	<b>-5.78%</b>

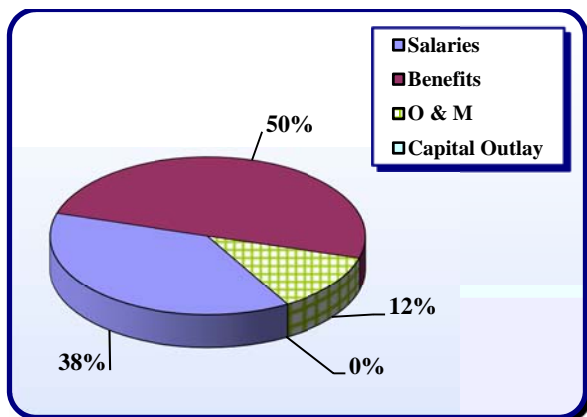
  

<b>Funding Source</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
General Fund	\$130,827	\$103,876	\$98,290	\$97,868	-5.78%
<b>Total</b>	<b>\$130,827</b>	<b>\$103,876</b>	<b>\$98,290</b>	<b>\$97,868</b>	<b>-5.78%</b>

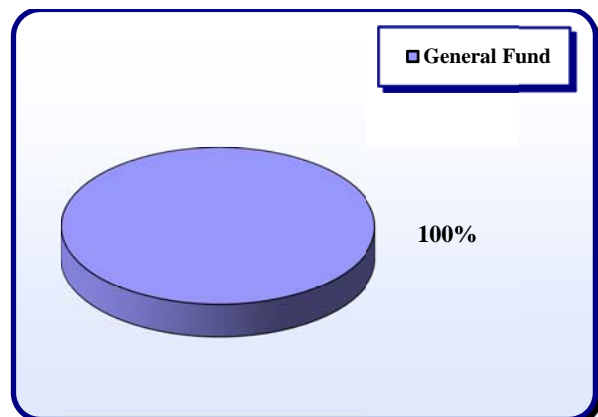
  

Full-Time Positions	5.00	5.00	5.00	5.00	0.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

City Council

\$97,868

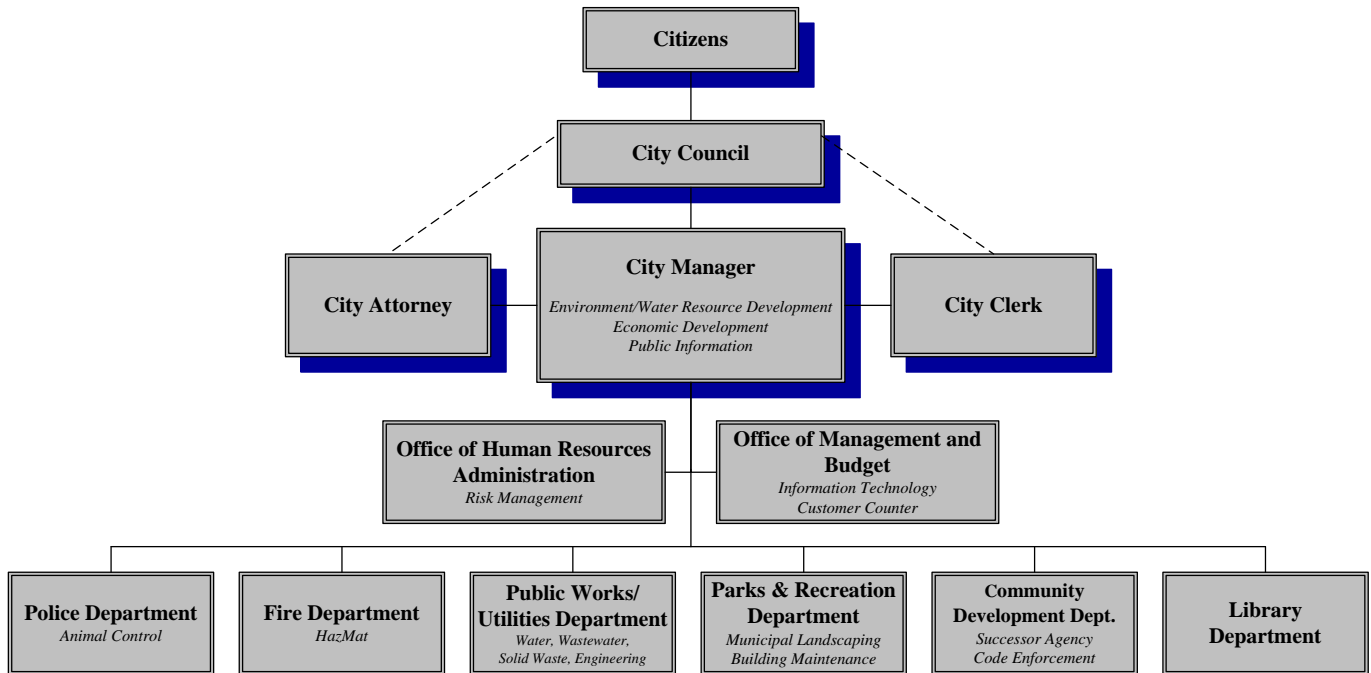
The Council governs the City of Folsom by enacting and enforcing all laws and regulations concerning municipal affairs, subject only to limitations and restrictions of the City Charter and the state constitution. The Council serves as the legislative and policy-making body of the City of Folsom.

**Position Information**

Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
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

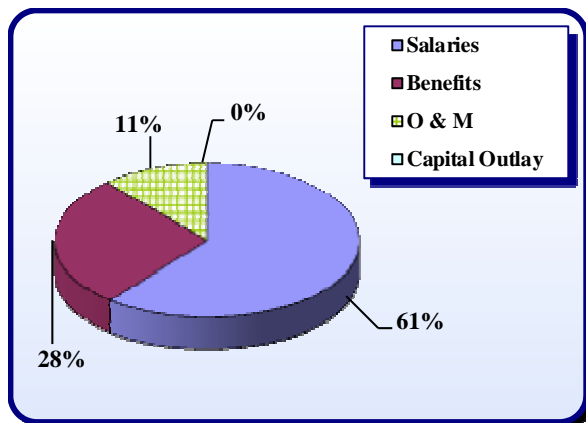
**Mission Statement**

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.

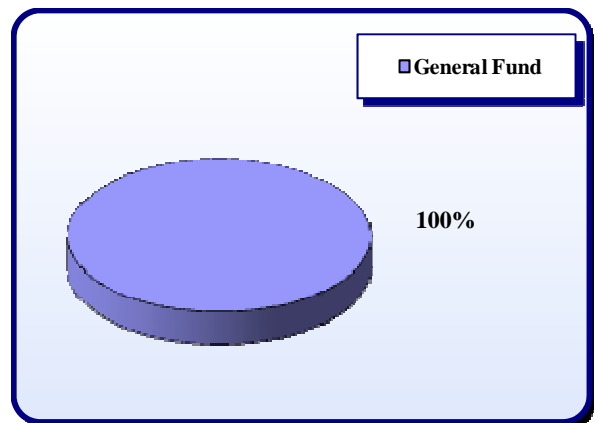
**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$730,491	\$681,750	\$573,296	\$535,548	-21.45%
Benefits	\$304,144	\$322,160	\$264,974	\$243,787	-24.33%
Operation & Maintenance	\$138,744	\$104,366	\$87,852	\$100,128	-4.06%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$1,173,379</b>	<b>\$1,108,276</b>	<b>\$926,122</b>	<b>\$879,463</b>	<b>-20.65%</b>
<b>Funding Source</b>					
General Fund	\$1,173,379	\$1,108,276	\$926,122	\$879,463	-20.65%
<b>Total</b>	<b>\$1,173,379</b>	<b>\$1,108,276</b>	<b>\$926,122</b>	<b>\$879,463</b>	<b>-20.65%</b>
Full-Time Positions	5.00	6.00	6.00	5.00	-16.67%
Part-Time Positions	0.00	0.00	0.00	0.25	0.00%

**Department Expenditure by Category**



**Department Funding Sources**



## **Program Information**

**City Manager**

**\$879,463**

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 2011–12 Accomplishments**

- Continued to navigate challenging economy through fiscal vigilance, careful planning, and zero-based budgeting, carefully evaluating City programs to help ensure cost efficiency.
- Secured Local Agency Formation Commission approval of annexation of the South of 50 sphere of influence, a huge victory for Folsom's residents and businesses and the city's future growth and development.
- Coordinated effort to achieve uniform pension reform for all City employees, one of few cities in the state to have enacted such positive reform. All City employees have now agreed to pay their share of retirement costs, as well as increasingly higher portions of health care premiums, reflecting their understanding of and commitment to the need for citywide reform to ensure long-term sustainability. New and future City employees fall under a new retirement formula.
- Directed successful completion of the Historic Folsom Station public plaza and amphitheater project as well as the final phases of the Sutter Street Revitalization Project, a collaborative effort between Historic District merchants and residents, historic preservationists and City officials to achieve needed infrastructure updates and repair while at the same time honoring the historic nature of the district
- Continued to foster economic development through outreach to businesses potentially interested in relocating to Folsom, business retention activities, streamlining of permit and regulatory processes, overhaul of economic development website, and other means.
- Worked to ensure consistent, open communication with employees through convening regular "employee chats," developing and distributing internal employee newsletters, and other proactive communication tactics.
- 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.
- 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 2012–13 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Ensure initial response to constituent e-mail or voice mail (with follow-up within 15 business days as necessary)	Responded within 24 hours	Response within 24 hours	Response within 24 hours

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Edit, produce, and distribute <i>City Newsletter</i> .	Produced 8 issues (posted to website with email notification; mailed three special Redevelopment Agency editions)	Produced 8 issues (posted to website with email notification)	Produce 8 issues (posted to website with email notification)

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Update news sections and home page of City’s website.	Twice weekly	Twice weekly	Twice weekly (minimum)

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Ensure timely response to print and electronic news media inquiries	Ensure timely response to print and electronic news media inquiries	Response within 24 hours	Response within 24 hours

**Customer Service Performance Indicator 5:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Initiate timely, “concierge”-level approach to economic development inquiries	Not tracked	Not tracked	First response within 24 hours

**FY 2012–13 Statistics / Workload Measures**

<b>Statistics / Workload Measures</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Number of Volunteer Opportunities Posted On-Line	15	15	15+
Number of City Newsletters Distributed	8 (plus 3 special Redevelopment editions)	8	8+
Number of Employee Newsletters	4	4	4
Number of News Releases/Media Advisories/Commentaries	51	40	40
Number of e-mail, mail, or phone contacts initiated with key economic development targets	Not tracked	Not tracked	120+

**Key Issues**

- Continuing to make economic development among the highest priorities for the City, including proactively reaching out to potential new businesses and streamlining and implementing creative processes and programs to encourage business retention and relocation
- 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
- Continuing to provide high level policy and strategic direction to City departments on major citywide initiatives, including water meter implementation, extension of services to the newly annexed Folsom Plan Area (and implementation of related infrastructure and funding phasing plans and tax sharing agreements), and others.
- Improving and forging relationships that help us continue to build a strong, sustainable community featuring a balance of high quality services
- Continuing to ensure effective and timely communication with residents, merchants, employees, members of the media, and other City of Folsom stakeholders

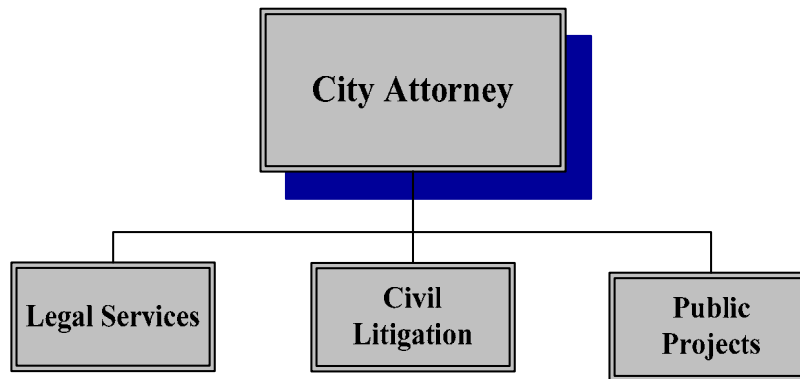


**Position Information**

Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
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	1.00
<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>5.25</b>	<b>5.00</b>	<b>4.00</b>
<b>Public Information</b>					
Public Information Officer	0.75	1.00	1.00	1.00	1.00
Marketing & Graphics Coordinator	-	1.00	-	-	-
Marketing & Graphics Coordinator - PPT	-	-	-	-	0.25
<b>Subtotal</b>	<b>0.75</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.25</b>
<b>Total</b>	<b>3.75</b>	<b>5.00</b>	<b>6.25</b>	<b>6.00</b>	<b>5.25</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 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$481,460	\$405,983	\$410,183	\$498,279	22.73%
Benefits	\$217,125	\$224,204	\$197,047	\$218,916	-2.36%
Operation & Maintenance	\$74,486	\$154,882	\$128,950	\$70,365	-54.57%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$773,071</b>	<b>\$785,069</b>	<b>\$736,180</b>	<b>\$787,560</b>	<b>0.32%</b>

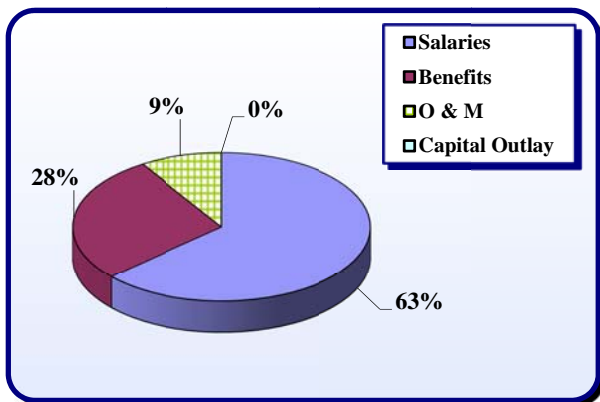
  

<b>Funding Source</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
General Fund	\$773,071	\$785,069	\$736,180	\$787,560	0.32%
<b>Total</b>	<b>\$773,071</b>	<b>\$785,069</b>	<b>\$736,180</b>	<b>\$787,560</b>	<b>0.32%</b>

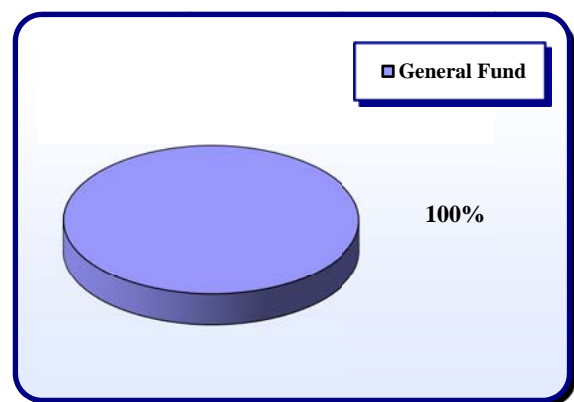
  

Full-Time Positions	4.00	4.00	4.00	4.00	0.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

City Attorney

\$787,560

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 2011–12 Accomplishments**

- Assist in updates to housing related ordinances and oversee Affordable Housing Agreements
- Legal overview and Co-Counsel assistance on the Sacramento Housing Alliance Writ of Mandate
- Initiate and Legal Overview/Co-Counsel assistance on the A-Z Bus Matter
- Assist outside counsel in ongoing VPI litigation (N. Lexington home)
- Legal assistance and department coordination regarding RDA Elimination and AB 1X 26
- Legal assistance to completion of the Sphere of Influence Environmental Impact Report and completion of the annexation process
- Legal assistance to resolving the Teichert and Stoneridge Quarry approvals and related legal action
- Request for proposal and Purchase and Sale Agreement for the sale of RG Smith Club House, oversee and assist in the Lot Y Hotel appeal
- Peace Officers Procedural Bill of Rights and Workers' Compensation Training
- Assisted Human Resources on employee disciplinary cases and FDEH responses
- In-house processing of small claims matters, subrogation and DUI recovery
- Reviewed 360 contracts in Fiscal Year 2010-11 to date
- Oversight of Workers' Compensation claims and litigation matters
- Coordination and handling of Pitchess Motions/Weapons Petitions
- Oversee outside counsel litigation and provide claims oversight
- Oversee Subrogation Cost Recovery with 76% recovery rate

**FY 12–13 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Review contracts within three days	3 business days	3 business days	3 business days

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Provide three trainings to employees and commissioners on citywide legal topics	3/year	3/year	3/year

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Meet monthly with Human Resources and York Insurance Services Group, Inc.	1/month	1/month	1/month

**FY 2012–13 Statistics / Workload Measures**

Statistics / Workload Measures	Actual 2010-11	Projected 2011-12	Budget 2012-13
Number of contracts reviewed	359	350	350
Number of active civil litigation matters	19	20	18
Number of active Workers’ Compensation matters (medical only & Indemnity claims)	40 Medical 35 Indemnity	40 Medical 35 Indemnity	35
Number of Pitchess and Weapon hearings handled	5 Weapons 6 Pitchess	12	12
Number of training sessions put on for City employees on legal issues	2	2	3
Number of claims managed	57	60	75
Subrogation cases processed- New 2012-2013	N/A	N/A	100

**Key Issues**

- Successor Agency and City Housing Issues – Provide legal review to actions by the Oversight Committee
- Enhance and streamline City collection efforts on damage/expense caused by third parties
- Work with Human Resources and Safety to address best practices to focus on accidents and claim reduction
- Streamline the contracts processing methods
- Code examination in line with the City Manager’s goals to streamline government processes

***Future Key Issues***

- Annexation area and Infrastructure
- Department Training in the area of collections
- Successor Agency – Redevelopment efforts

**Position Information**

<b>Position</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>FY 2012-13 Proposed</b>
City Attorney	1.00	1.00	1.00	1.00	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	1.00
Legal Secretary	1.00	1.00	1.00	-	-
Safety Officer	1.00	1.00	-	-	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

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

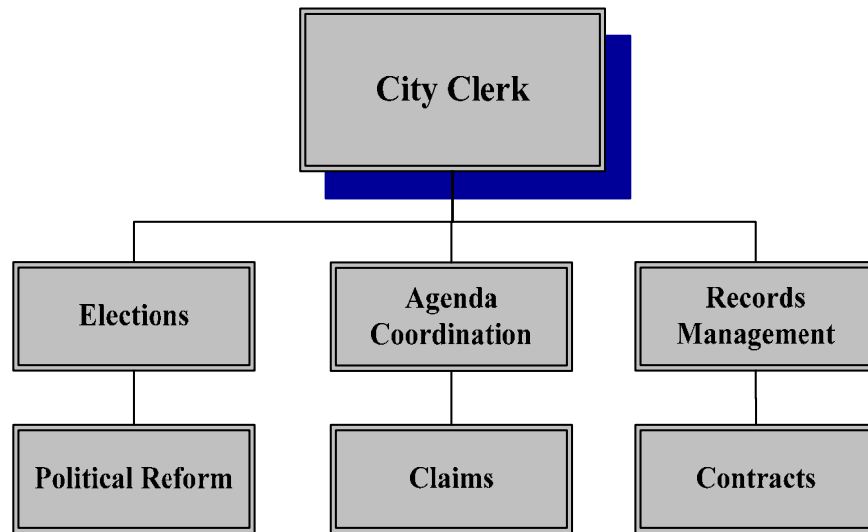
**New and Replacement Vehicles**

Miscellaneous Attorneys and Legal Firms	\$36,000
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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.

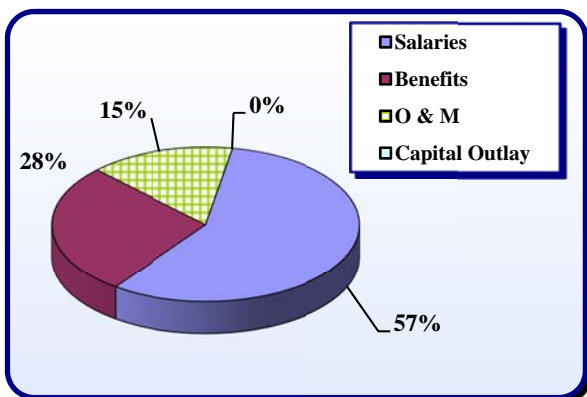
**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$210,545	\$221,233	\$224,003	\$237,991	7.57%
Benefits	\$116,489	\$117,514	\$116,615	\$114,356	-2.69%
Operation & Maintenance	\$31,719	\$33,670	\$30,455	\$63,670	89.10%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$358,754</b>	<b>\$372,417</b>	<b>\$371,073</b>	<b>\$416,017</b>	<b>11.71%</b>

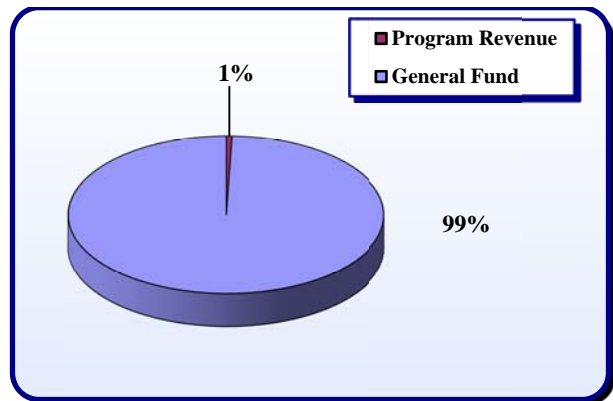
<b>Funding Source</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Program Revenue	\$2,576	\$1,000	\$578	\$2,400	140.00%
General Fund	\$356,178	\$371,417	\$370,495	\$413,617	11.36%
<b>Total</b>	<b>\$358,754</b>	<b>\$372,417</b>	<b>\$371,073</b>	<b>\$416,017</b>	<b>11.71%</b>

Full-Time Positions	3.00	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

\$416,017

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 2011–12 Accomplishments**

- Continued focus on work efficiencies to address staffing shortages
- Continued focus on excellent public assistance/customer service
- Processed approximately 330 City Council staff reports
- Processed approximately 350 contracts
- Processed approximately 130 Public Records Requests to date
- Processed approximately 245 Political Reform Act filings
- Processed approximately 215 resolutions, ordinances, resolutions of commendations, and proclamations
- Creation, maintenance and indexing of the city’s legislative history

**FY 2012–13 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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 2010-11	Projected 2011-12	Budget 2012-13
Respond to Public Records Requests	Within ten days	Within ten days	Within ten days

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Respond to internal request for archival research	Same day	Within one to two days	Within one to two days

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Contracts processing time	Same day	Within one to two days	Within one to two days

**FY 2012-13 Statistics / Workload Measures**

Statistics / Workload Measures	Actual 2010-11	Projected 2011-12	Budget 2012-13
Agendas and Agenda Packets	24	24	24
City Council Meeting / Chambers Preparation	24	24	24
Claims (received, indexed and processed)	52	60	60
Contracts / Deeds / Recorded Documents (indexed, processed, scanned and archived)	360	350	370
Municipal Code Updates (quarterly distribution of 100 sets of updates)	4	4	4
Political Reform Act/FPPC Filings (includes Statements of Economic Interests and Campaign Disclosure)	245	270	270
Public Records Requests (process, research, review, produce)	150	160	170
Resolutions of Commendation and Proclamations	44	63	70
Resolutions and Ordinances (prepared, indexed, scanned and archived)	203	210	225
Staff Reports (indexed and archived)	366	400	420

**Key Issues**

- City Council Agendas and Agenda Packets
- 2012 General Municipal Election
- 2012 Conflict of Interest Code Update
- Successor Agency Oversight Board – Agendas and Agenda Packets; creation of legislative record
- Development of ePacket alternatives for City Council Agenda packets

- Commission and Committee Member recruitment and appointments
- Contracts
- Creation, maintenance and indexing of the city’s legislative history
- Public Records Requests
- Political Reform Act filings
- Resolutions, ordinances, resolutions of commendations, and proclamations
- Continued focus on work efficiencies to address staffing shortages
- Continued focus on excellent public assistance/customer service

**Future Key Issues**

- Replacement of outdated agenda management software
- Implementation of ePackets
- Enhance use of website to meet legal mandates

**Position Information**

Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
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	1.00
Deputy City Clerk	1.00	1.00	-	-	-
Senior Office Assistant	0.50	0.50	1.00	-	-
<b>Total</b>	<b>3.50</b>	<b>3.50</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

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

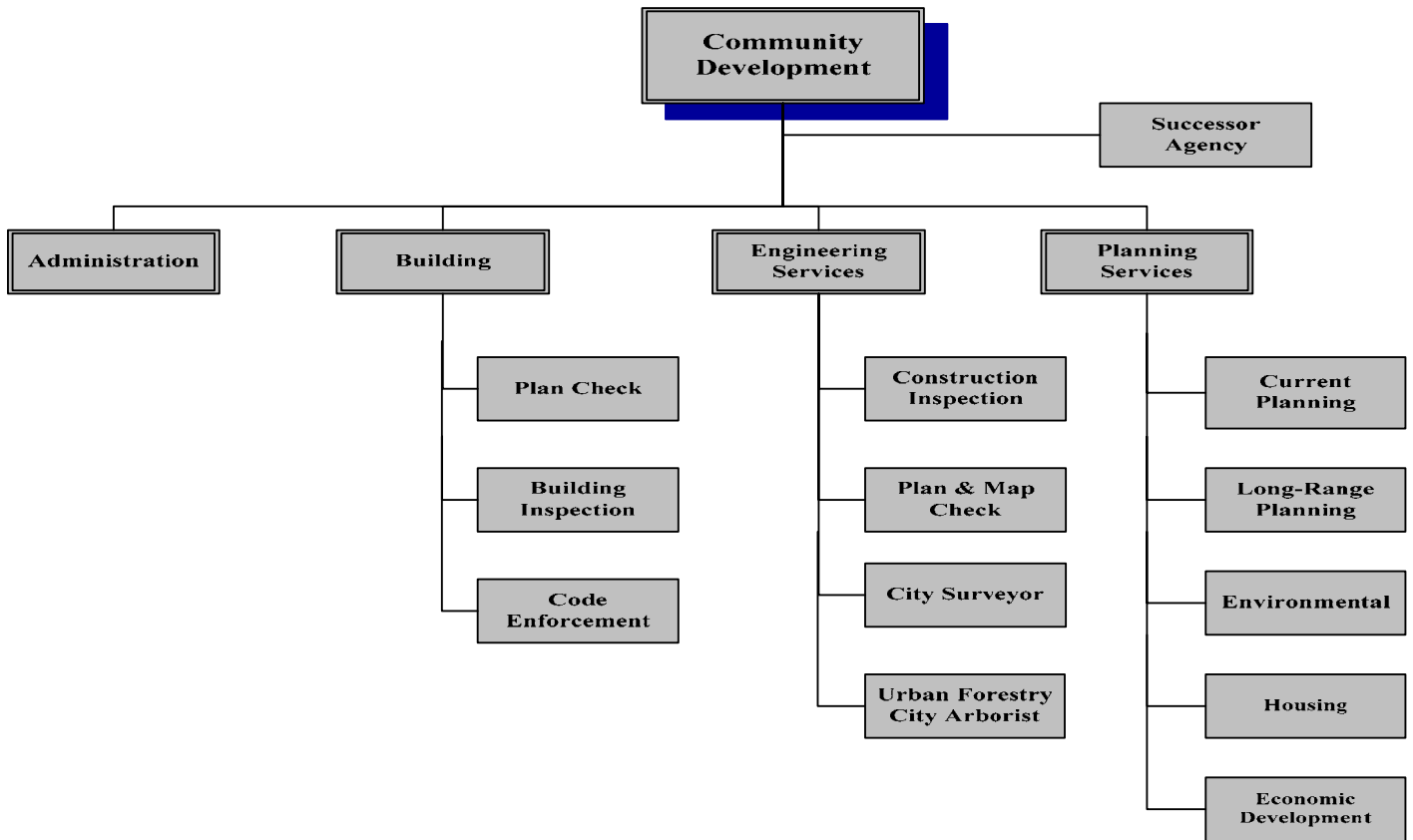
None

**New or Replacement Vehicles**

None







## *Community Development*

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

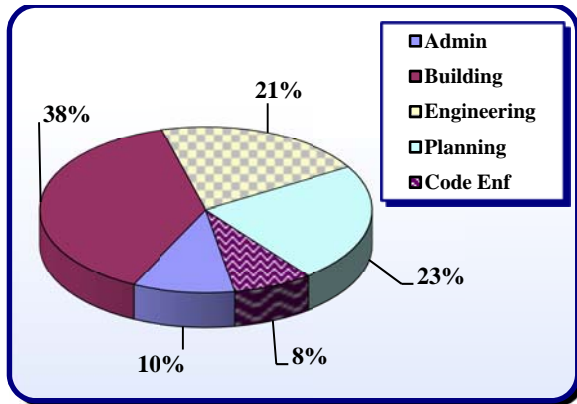
**Mission Statement**

To provide a progressive, responsive, clear and timely development process that focuses on the public interest and results in a balanced, sustainable community. To provide comprehensive long-range planning services to keep the General Plan, Area Plans, and other special studies current.

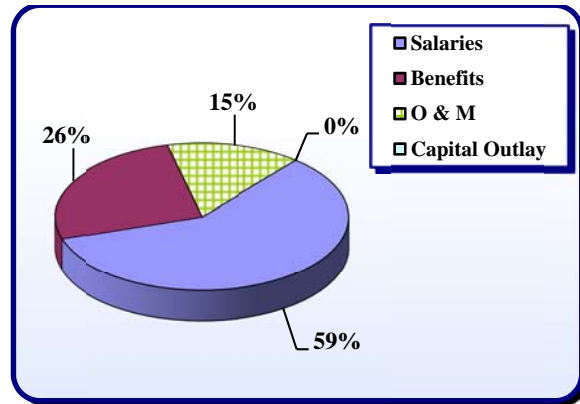
**Budget Summary**

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change From</b>
<b>Expenditure</b>	<b><u>FY 2010-11</u></b>	<b><u>FY 2011-12</u></b>	<b><u>FY 2011-12</u></b>	<b><u>FY 2012-13</u></b>	<b><u>11-12 Budget</u></b>
Salaries	\$1,718,016	\$1,841,572	\$1,903,857	\$2,019,612	9.67%
Benefits	\$853,707	\$891,800	\$888,405	\$897,566	0.65%
Operation & Maintenance	\$348,695	\$353,843	\$246,581	\$509,728	44.05%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b><u>\$2,920,418</u></b>	<b><u>\$3,087,215</u></b>	<b><u>\$3,038,843</u></b>	<b><u>\$3,426,906</u></b>	<b><u>11.00%</u></b>
Administration	\$330,523	\$332,932	\$329,642	\$341,355	2.5%
Building Services	\$1,203,374	\$1,285,847	\$1,179,744	\$1,322,466	2.8%
Engineering Services	\$579,635	\$611,632	\$601,713	\$707,664	13.6%
Planning Services	\$568,835	\$590,669	\$638,196	\$792,904	25.5%
Code Enforcement	\$238,051	\$266,135	\$270,161	\$262,517	-1.4%
<b>Total</b>	<b><u>\$2,920,418</u></b>	<b><u>\$3,087,215</u></b>	<b><u>\$3,019,457</u></b>	<b><u>\$3,426,906</u></b>	<b><u>9.9%</u></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><u>\$3,414,705</u></b>	<b><u>\$2,686,032</u></b>	<b><u>\$2,839,679</u></b>	<b><u>\$3,087,215</u></b>	<b><u>14.94%</u></b>
Full-Time Positions	21.00	21.50	21.50	22.00	2.33%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

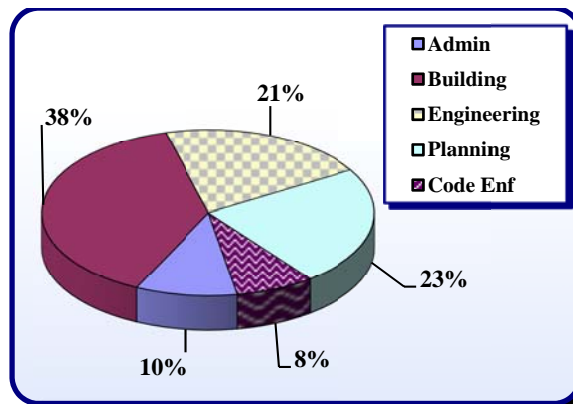
**Department by Divisions**



**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

**Community Development**

**\$ 3,426,906**

The Community Development Department actively participates in development-related projects and long-range planning. The department includes three divisions: Planning, Engineering, and Building. This year the Community Development Department will focus on entitlements in the 3,600-acre annexation area, initiating affordable housing projects, and update the 1988 General Plan as a Sustainable and Climate Action Plan.

**Administration Division**

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 annexation and development, 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**

The Planning Division encompasses a variety of roles that are often grouped under the headings of current (i.e., new development, economic development, and Historic preservation and revitalization) and long range (future development) planning, and administers the City's affordable housing program, and assists the City Manager's office with Economic Development and Successor Agency activities. 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. The Planning Division administers the City's affordable housing programs, acquiring sites, negotiating with housing providers, monitoring affordability requirements and maintaining and updating the City's Housing Element. The Planning Division provides support services to the City Manager's Office for Economic Development activities.

### **Engineering Division**

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. The City Arborist works under the direction of the Engineering Division to manage the City's urban forest and provide landscape plan reviews.

### **Building and Safety Division**

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.

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 2012–13 Strategies**

The Community Development Departments budgetary actions will preserve the capacity to deliver economic development programs by ensuring timely development processes and community services: Specifically we are:

- Preserving Code Enforcement function through restructuring.
- Elimination of 1.0 Construction Inspector position and added .50 Planner for General Plan update process
- Preserving our housing programs in anticipation of four affordable housing projects.
- Preserving our critical senior assistance program by securing Community Development Block Grant funding.

## **FY 2011–12 Accomplishments**

### **Administration**

- Staff Economic Development Subcommittee
- Maintain City's Economic Development Webpage
- Maintain New Business List
- Administer Sewer Credit Program
- Track economic development statistic regarding leasing and vacant land inventory
- Representation of the City on Folsom Historic District Association to Administer B.I.D. (Business Improvement District)
- Assistance with preparation of EOPS per SB1X26
- Assistance with implementation of SB1X26 regarding the dissolution of the Redevelopment Agency
- Preparation of Successor Agency documents

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

- Intel Tenant Improvement project underway.
- Issued over 3,300 permits.
- Hired additional Building Permit Technician to maintain flow of permits through the process
- Scanned and digitally filed 30% of permit plans and documents from 2011
- Produced in excess of 200 public records requests for internal and external customers
- Using project management methodology and teaming with developers, successfully met permit issuance dates of major projects
- Investigated and removed over 900 illegal vehicles
- F.A.S.T.I.R. program performed over 100 reviews with 88% of the permits being issued within 24 hours. This accounted for over 40 new or relocated businesses and in excess of 230,000 square feet of commercial space receiving permits.

- Conducted 95% of all inspection requests on next business day
- Responded to over 14,000 inspection requests
- Provided proper training to meet required CEUs for individual staff members
- Implemented complete set of 2010 California Codes including CalGreen and residential sprinkler requirements
- Posted inspectors' daily schedules to website so customers can estimate time of arrival
- Continued to document all graffiti complaints within 24 hours and abated cases within 48 hours of documentation
- Successfully investigated and removed over 900 illegal vehicles
- Successfully performed 4,500 inspections by Code Enforcement
- Green Acres (former Circuit City) opened
- Palladio Restaurants: Chicago Fire, Panera Bread, Freebirds Tacos and Blue Nami opened. Chops and Toby Keith's I Love This Bar and Grill to open Spring 2012.
- Palladio Retail: Threading Place, Massage Heights, Kirkland's, Button Up, and Whole Foods opened. Claire's, Express Store, AT&T Store, Apricot Lane, White House-Black Market, H&M, Sports Authority due to open Spring 2012
- Palladio Office Space: Elliott Homes, Protello opened, Synapsence to open Spring 2012.
- JoAnne's fabrics and Homegoods now open in former Mervyn's space
- Wal-Mart addition to be completed Spring 2012
- Solar Projects: Three commercial and over 60 residential permits issued
- Sutter Street building façade improvements completed

### **Engineering Division**

- Completed work with design consultant to revise and update the City standards for the design and construction of storm drainage improvements in the City
- Continue to provide construction inspection services to various city projects being administered by the Public Works /Utility Department and the Parks & Recreation Department
- Continued efforts to complete the State-funded grants for the City's Tree Inventory and the Tree Planting for East Bidwell Street projects
- Continuing efforts to refund the backlog of performance deposits provided by the developers for various private developments
- Coordinated efforts with the California Department of Fish & Game and the Parks & Recreation Department to remove disease infested and hazardous pine trees along Blue Ravine Road
- Coordinated with the current developer of the Treehouse Development to repair and correct structural deficiencies in Barnhill Drive and open the public street to vehicular traffic
- Executed an amendment to the Subdivision Improvement Agreement with the current owner of the Natoma Valley Subdivision to complete the remaining improvements by no later than July 1, 2014
- Finalizing work with the design consultant on the revision and update to the City's Design and Construction Standards and Specification
- Formally terminated the Parkway Development Agreement, which will allow the City to charge current fees for all future development and building permits in the Parkway Development
- Issued 400 Transportation Permits
- Issued 8 Residential, Commercial, Industrial and Office Development Grading Permits
- Issued 90 Encroachment Permits
- Provided over 1,200 construction inspections for various residential and commercial developments and various public utility provider upgrades and associated work in the public right-of-way

- Provided technical and mapping expertise to the Parks & Recreation Department for the potential sale of various City properties, including the RG Smith Clubhouse and the old City Library
- Structural repairs on Barnhill Drive and Bonanza Court completed and streets re-opened
- The Engineering Division assumed responsibility for the administration, monitoring, and issuance of Economic Development Treatment Capacity Sewer Fee Credits issued by SRCSD
- Worked with the current owner of the previously abandoned and foreclosed upon Estacio Estates Subdivision to complete and formally accept the public improvements and allowing future residential home construction to move forward

### **Planning Division**

- Received \$100,000 Grant for West Leidesdorff Master Plan
- Submitted Grant Application for SB84 Grant Funds
- Implementation of Housing Element
- Approval of Historic District Sign Code Amendment
- Approval of Broadstone Unit No. 2 Development Agreement No. 8
- Approval of Bureau of Land Management (BLM) building remodel
- Approval of Chick-Fil-A Restaurant building within Broadstone Plaza Shopping Center
- Approval of Jimboy's Taco Restaurant building remodel
- Approval of Palladio at Broadstone Sign Criteria Modification
- Approval of the Broadstone Unit No. 3 Specific Plan Amendment
- Approval of The Island Subdivision residential project
- Approval of the Larkspur Landing Hotel Expansion
- Approval of the Marijuana Cultivation Ordinance
- Approved the Granite City Multi-Family Apartment Project
- Approved the Green Acres Nursery within the Broadstone Crossing Center
- Completed and circulated SOI Draft EIR/EIS
- Completed SOI Specific Plan.
- Continued participation in SMAQMD's Climate Action Planning
- Continuing active participation in Highway 50 Corridor JPA.
- Development Agreement between City and South of 50 Land Owners approved
- Installed MCI/Verizon Transmission Project, a multimillion dollar fiber optics project for Broadstone area.
- Jo-Anne Fabrics and Home Goods opened in the Target Shopping Center
- Old Navy store within Broadstone Plaza Shopping Center remodeled
- Participated in Greater Folsom Transportation Management Association
- Participated in SACOG's Regional Planning Partnership
- Staff continues to monitor Sacramento County General Plan Update and Truck Quarry Meetings
- Staff support to SOI Public Facilities Financing Plan, Municipal Services Report and 2x2 City/County tax-sharing negotiations
- Staffed the Folsom-El Dorado County JPA
- Wal-Mart Expansion Project commences construction
- Whole Foods, Chicago Fire, Blue Nami, Panera Bread, Threads, Freebirds, and Kirklands are open for business within the Palladio at Broadstone Shopping Center
- Continued General Plan Update



**FY 2012–13 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Review new project entitlement submittals and determine completeness within 15 working days	90%	90%	90%

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Process applications requiring Planning Commission level approvals within 3 months from the time of the determination of completeness	90%	90%	90%

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Process applications requiring Historic District Commission level approvals within 3 months from the time of the determination of completeness	100%	90%	95%

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Update the website map of proposed projects on a bi-weekly basis	85%	90%	100%

**Customer Service Performance Indicator 5:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Complete Engineering Division review of all building permit applications within current established turnaround times	90%	85%	90%

**Customer Service Performance Indicator 6:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Complete Engineering Division review of public and private improvement plans for all development projects within current established turnaround times	N/A	85%	95%

**Customer Service Performance Indicator 7:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Process all final/parcel maps, lot line adjustments and certificates of compliance within 3 months from the date of a complete submittal	95%	80%	95%

**Customer Service Performance Indicator 8:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Review and issue all single trip transportation permits within 24 hours from time of submittal	80%	90%	90%

**Customer Service Performance Indicator 9:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Review, approve, and issue all requests for sewer fee credits by future businesses within 5 working days	80%	80%	90%

**Customer Service Performance Indicator 10:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Return phone calls and emails from residents and customers within 24 hours	N/A	100%	100%

**Customer Service Performance Indicator 11:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Update the City’s website to provide user-friendly, updated, revised, or new building code-related handouts	75%	85%	85%

**Customer Service Performance Indicator 12:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Review and implement H.T.E. Click 2 Gov program to allow access by public	0%	90%	100%

**Customer Service Performance Indicator 13:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Refine and continue plan review by appointment (F.A.S.T.I.R.) program for minor tenant improvement projects	0%	85%	95%

**Customer Service Performance Indicator 14:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Establish system for digitally scanning and archiving records to reduce off-site storage fees and allow easier access	10%	30%	50%

**Customer Service Performance Indicator 15:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Provide internal training for Permit Technicians to improve processing and customer service	25%	35%	100%

**Customer Service Performance Indicator 16:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Update the City’s website to provide user-friendly, updated, revised, or new Code Enforcement information	60%	100%	100%

**Customer Service Performance Indicator 17:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Purge expired permits from system and renew permits close to expiration	25%	75%	95%

**Customer Service Performance Indicator 18:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Begin feasibility study of upgrading H.T.E. to newer version (SunGard) including electronic plan review to streamline permit and plan review process	0%	75%	100%

**Customer Service Performance Indicator 19:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Develop seasonal Code Enforcement articles for the City’s Newsletter	0%	75%	100%

**Customer Service Performance Indicator 20:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Establish system for tracking number of foreclosure/distressed properties through CE process	60%	7%	100%

**Customer Service Performance Indicator 21:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Expand enforcement role to assist finance with delinquent business licensing and water shut offs.	70%	90%	90%

**Customer Service Performance Indicator 22:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Initiate focus enforcement in neighborhoods based on complaint demand	0%	50%	75%

**Customer Service Performance Indicator 23:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Establish priorities of complaints from P1 (major) to P5 (very minor)	0%	75%	100%

**Customer Service Performance Indicator 24:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Expand Code Enforcement role to assist Finance with delinquent Business Licenses and Water Shut Offs	0%	75%	100%

**FY 2012–13 Statistics / Workload Measures****Building and Safety**

<b>Statistics / Workload Measure</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Maintain established plan review turnaround times	90%	95%	98%
Respond to field inspection requests	24 Hours	24 Hours	24 Hours
Maintain F.A.S.T.I.R. turnaround times	N/A	85%	95%
Develop new handouts, provide education of processes and enhance partnerships during the permit process	80%	85%	95%
Initial response to major Code Enforcement complaints	24 Hours Response for all Cases	24 Hours Response for all Cases	24 Hours Response for all Cases
Initial response to minor Code Enforcement complaints	48 Hours Response for all Cases	48 Hours Response for all Cases	48 Hours Response for all Cases
Response time, document and removal of graffiti (within 48 hours)	60 Cases Resolved	75 Cases Resolved	75 Cases Resolved
Initial response time to Abandoned vehicle	24 Hour Response	Within 48 hours	Within 48 hours
Business License and Water Shut Off Enforcement	120 Cases = \$15,000	125 Cases = \$10,00	125 Cases = \$10,00
Red Tag Enforcement	40 Red Tags Issued = \$15,000	75 Red Tags Issued = \$30,000	75 Red Tags Issued = \$30,000

**Engineering**

<b>Statistics / Workload Measure</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Grading permits issued	21	9	12
Encroachment Permits Issued	180	100	100
Transportation Permits Issued	554	500	400
Final/Parcel Maps Processed	3	2	6
Lot Line Adjustments (Engineering Review)	4	4	4
Improvement Plans Reviewed/Approved	18	6	8
Construction inspections performed (*formal tracking – commenced 3/2011)	302	*1,200	*1,200

**Planning**

Statistics / Workload Measure	Actual 2010-11	Projected 2011-12	Budget 2012-13
Architectural Review Applications	47	50	55
Sign Permit	100	100	120
Historic District (HDC) Entitlements*	9	10	10
Lot line adjustment applications	4	3	5
Planning PC/CC Entitlements*	32	20	28
Special Event Permits	88	80	90
Temporary Sign Permits	82	80	65
Temporary Use Permits	3	6	6

\*Includes multiple entitlement requests consolidated into one application.

**Key Issues**

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

- Upgrade permitting and plan review software to allow expeditious use of staff time and streamline the permit process
- Review and refine plan check and permit fees to cover costs of services
- Continue scanning and digitalizing permit, construction, and Code Enforcement documents
- Update the City’s website to provide user-friendly updated, revised, or new building code related handouts
- Purge files of expired permits
- Implement HTE Click-2-Gov program to allow access by public
- Refine and continue F.A.S.T.I.R program
- Provide mandated California Accessibility Specialist (CASp) training for at least one Building Division employee
- Provide annual staff training for staff to maintain mandated certifications
- Reorganize and update Code Enforcement website to be more informative and user-friendly
- Continue development of seasonal Code Enforcement newsletters
- Establish system for tracking number of foreclosed/distressed properties
- Initiate focus enforcement in neighborhoods based on complaint demand
- Establish priorities for Code Enforcement cases (P-1 = major, P-5 = very minor)
- Review and refine techniques of cost recovery and revenue collection in Code Enforcement

**Planning and Engineering**

- Completion of City Standard Construction Specifications and Design Standards Update
- Providing Construction Inspection Services to Utilities/Public Works/Parks & Recreation Departments
- Implement activities associated with the Annexation South of Highway 50
- Interdepartmental development review project management
- Monitor Housing Element Program compliance
- Implement Street Tree Inventory Database and Complete East Bidwell Street Tree Planting Grants.
- Begin 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
- Coordinate backbone infrastructure implementation and phasing with developers of the SOI Annexation Area South of Highway 50.
- Review and approve backbone infrastructure financing with the formation of Community Facilities Districts, Landscape & Lighting Districts and Mello-Roos Services Districts
- Reviewing and approving anticipated boundary line adjustments and large lot mapping for the SOI Annexation Area South of Highway 50.
- Processing anticipated Tier 2 Development Agreements with existing property owners for any future development in the SOI area.
- Establish economic development zones and associated mapping
- Create commercial land use inventory for vacant and occupied properties
- Produce reports for available commercial office space
- Identify development opportunities for vacant commercial properties
- Conduct outreach program with the local business community
- Update General Plan to establish new mixed-use land categories and increase the associated density ranges
- Buildout of Affordable Housing Projects
- Extending Historic District B.I.D. (Business Improvement District)
- Continuation of Economic Development Efforts
- General Plan Update
- Assistance with preparation of EOPS per SB1X26
- Assistance with implementation of SB1X26 regarding the dissolution of the Redevelopment Agency
- Preparation of Successor Agency documents

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

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

- Review and refine Plan Check and Permit Fees to cover cost of services
- Continue scanning and digitalizing permit, construction, and code enforcement documents
- Prepare for January 1, 2014 release of 2013 California Building Codes
- Purchase new 2013 California Building codes
- Provide training on new 2013 California Building Codes
- Review and refine techniques of cost recovery and revenue collection in Code Enforcement

#### **Planning and Engineering**

- General Plan Update
- Housing Element Update
- Buildout of Affordable Housing Projects
- Coordination of Buildout of SOI Infrastructure and development
- Complete floodplain mapping for Humbug/Willow Creek, Alder Creek and Hinkle Creek
- 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



- Completing the revision and updating to the City’s Hillside Grading, Grading and Encroachment permit ordinances.
- Continue to provide timely plan and map review services for all future development in the SOI Area as development moves forward.
- Assistance with preparation of EOPS per SB1X26
- Assistance with implementation of SB1X26 regarding the dissolution of the Redevelopment Agency
- Preparation of Successor Agency documents

**Position Information**

Position	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved	FY 2012-13 Proposed
<b>Administration</b>					
Community Development Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.25	1.00	1.00	1.00
Management Analyst	1.00	-	-	-	-
<b>Subtotal</b>	<b>3.00</b>	<b>2.25</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Building</b>					
Administrative Assistant	1.00	1.00	-	-	-
Building Inspector I/II	5.50	4.00	3.00	2.00	2.00
Building Plans Coordinator	1.00	-	-	-	-
Building Technician I/II	2.00	2.00	2.00	3.00	3.00
Building/Plan Checker I/II	3.00	3.00	1.00	-	-
Chief Building Official	1.00	1.00	1.00	1.00	1.00
Plan Check Engineer	1.00	1.00	1.00	1.00	1.00
Senior Building Inspector	-	-	-	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>15.50</b>	<b>13.00</b>	<b>9.00</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	2.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00	-
Code Enforcement Technician	1.00	1.00	-	-	-
<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
<b>Engineering</b>					
Arborist	-	-	-	-	1.00
Associate Civil Engineer	0.50	0.50	-	1.00	1.00
Associate Civil Engineer/City Surveyor	1.00	1.00	1.00	-	-
Construction Inspector I/II	2.00	2.00	2.00	2.00	1.00
Principal Civil Engineer	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>4.50</b>	<b>4.50</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Lighting &amp; Landscaping</b>					
Administrative Assistant	0.50	-	-	-	-
Building Inspector I/II	0.50	-	-	-	-
Construction Inspector I/II	1.00	-	-	-	-
Lighting & Landscape District Manager	1.00	-	-	-	-
<b>Subtotal</b>	<b>3.00</b>	<b>0.00</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>7.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Planning</b>					
Arborist	1.00	-	-	1.00	-
Arborist - Limited Term	-	-	1.00	-	-
Building Tradesworker I/II	-	-	-	-	1.00
Planner I (Assistant)/Planner II (Associate)	1.00	-	-	0.50	1.00
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	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>5.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.50</b>	<b>5.00</b>
<b>Total</b>	<b>34.00</b>	<b>33.00</b>	<b>21.00</b>	<b>21.50</b>	<b>22.00</b>

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

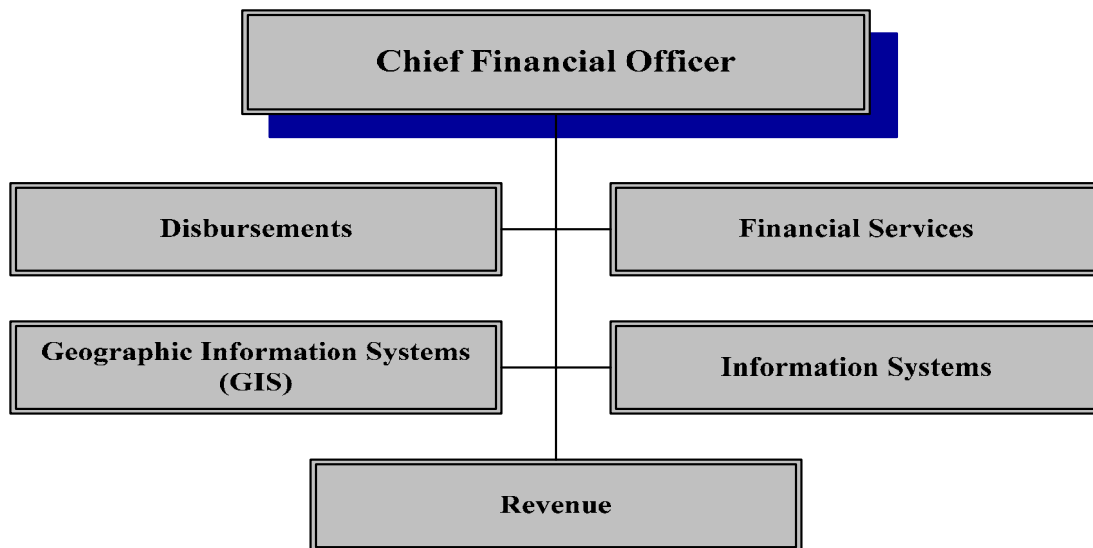
**Major Contracts (over \$25,000)**

Specialized Engineering for Standards & Specs	\$69,300
Surveying	\$35,000
SOI Mitigation Monitoring – Developer Funded	\$300,000
Housing Implementation/Legal Costs	\$75,000
General Plan / EIR / Central Bus. District Master Plan	\$500,000
LAFCO	\$35,000
W. Leidesdorff / Corp Yard Master Plan (Grant)	\$100,000
Outside Plan Check	\$125,000
Temporary Services (Inspection/Scanning)	\$4,000

**New or Replacement Vehicles**

None
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## *Finance*

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

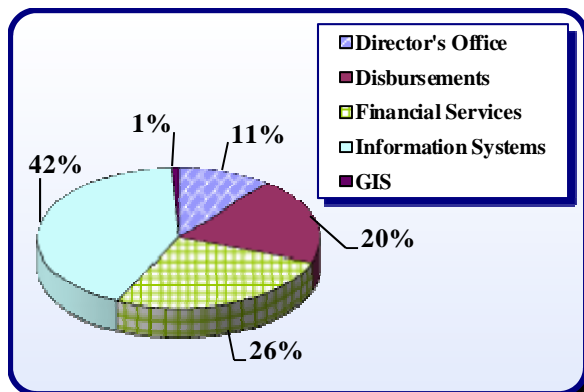
### Mission Statement

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.

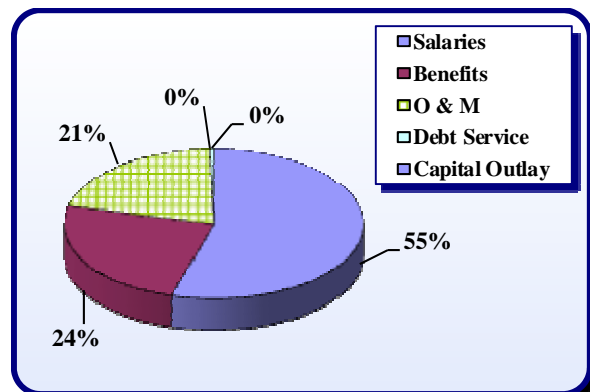
### Budget Summary

<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$1,703,638	\$1,751,593	\$1,781,490	\$1,718,290	-1.90%
Benefits	\$926,219	\$888,257	\$872,733	\$766,037	-13.76%
Operation & Maintenance	\$563,266	\$650,251	\$603,691	\$653,249	0.46%
Debt Service	\$0	\$0	\$14,174	\$14,174	0.00%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$3,193,123</b>	<b>\$3,290,101</b>	<b>\$3,272,089</b>	<b>\$3,151,750</b>	<b>-4.21%</b>
Director's Office	359,308	380,203	358,013	284,045	-25.29%
Disbursement	400,471	503,646	492,963	521,325	3.51%
Revenue	559,206	513,412	569,699	512,624	-0.15%
Financial Services	663,850	684,596	651,704	705,175	3.01%
Information Systems	1,066,966	1,052,312	1,058,345	1,107,207	5.22%
GIS	143,323	155,932	141,364	21,374	-86.29%
<b>Total</b>	<b>\$3,193,123</b>	<b>\$3,290,101</b>	<b>\$3,272,089</b>	<b>\$3,151,750</b>	<b>-4.21%</b>
<b>Funding Source</b>					
Redevelopment	\$128,646	\$0	\$0	\$0	0.00%
General Fund	\$3,064,477	\$3,290,101	\$3,272,089	\$3,151,750	-4.21%
<b>Total</b>	<b>\$3,193,123</b>	<b>\$3,290,101</b>	<b>\$3,272,089</b>	<b>\$3,151,750</b>	<b>-4.21%</b>
Full-Time Positions	24.00	24.00	24.00	20.00	-16.67%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

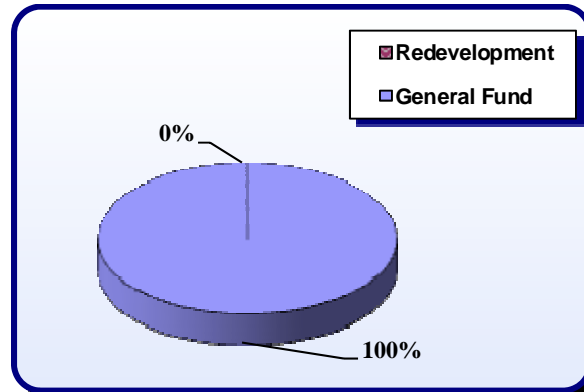
Department by Divisions



Department Expenditure by Category



### Department Funding Sources



### Program Information

**Director’s Office** **\$284,045**

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** **\$521,325**

This division processes the City’s accounts payable payments in an accurate and timely manner, and prepares and maintains accurate financial records of all disbursement transactions. This includes vendor payments by check, ACH and wire, and all CalCard transactions.

**Financial Services** **\$705,175**

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 Principles (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****\$512,624**

The Revenue 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 19,900 water metered accounts are maintained by this Division.

**Geographical Information Services****\$21,374**

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****\$1,107,207**

Coordinates and supplies 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 2012–13 Strategies**

The budgetary actions in regards to Finance are designed to preserve our resources on the functional priorities of the finance department and make them more sustainable in the future. Specifically we are:

- Restructuring administrative functions throughout program areas in order to sustain operational priorities which results in the elimination of 1.0 Administration Assistant position.
- Consolidating GIS design responsibilities into the Information Services operations and elimination 1.0 GIS Specialist position.
- Collaborating between Accounts Payable and Revenue functions in order to be more cost-effective.

**FY 2011–12 Accomplishments****Director's Office**

- Completed tax sharing agreement with Sacramento County and other agencies for annexation of area 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 ninth consecutive year
- Received Certificates of Excellence in financial reporting for the City's Comprehensive Annual Financial Report (CAFR) from GFOA
- Refinanced Central Business District Fire Station 2001 Certificates of Participation.
- Refinanced City Hall and Community Center 2002 Refunding lease Revenue Bonds.

**Disbursements**

- Implemented a time-saving invoice processing procedure with the Folsom Police Department to help the department achieve enhanced productivity. This process will ultimately be used citywide.
- Implemented the new 590 form to comply with California law

**Geographic Information Services**

- Maintained and updated the mapping system for Police Dispatch and the 911 system. Produced crime maps for statistics and Neighborhood Watch meetings.
- Collaborated with the IS Division to complete migrating GIS information to a new server to maintain the stability of mapping applications
- Updated the base map, zoning map, tax areas and other maps as needed
- Organized, collated and transferred map files to consultants working on the general plan update and SOI issues
- Represented the City's interest with the Sacramento County GIS Cooperative to ensure timely updates to parcel and street map files and to share address information across various County Agencies
- Developed websites for weed abatement, hydrant, parcel, and water line information used by a variety of departments for asset management, planning, work orders and retrieving ownership information
- Updated meter information for billing, using automated methods, saving staff resources needed for data entry
- Updated ownership files in the city's main database for billing, permitting, and licensing; providing accurate information to staff
- Provides consumption, meter, and customer information to the Utilities Department for water use analysis and water budgeting
- Revised the Fire map book to show commercial buildings, gas transmission lines, and information for El Dorado Hills for better emergency response and mutual aide services

**Information Services**

- Planning, and implementation of new EOC at the Police Department
- Completed upgrade of data pipe from 10Mbps to 1 Gbps supplying the Corporation Yard
- Completed solar panel information display project for City Hall
- Fire systems software upgrades were completed (Zoll and Firehouse)
- Completed implementation of new printer / scanner hardware and tracking systems
- Implementing virtualization of main City systems for energy and hardware cost savings

**Revenue**

- Finished uploading all 19,900 residential water meters into the HTE database and have maintained these on a monthly basis
- Collected over \$156,844 in delinquent utility account payments through the County property tax roll lien program
- Implemented a recurring credit card payment program for service billing
- Have maintained a 1% delinquency rate for City utility accounts
- Created and distributed a comparative bill for 19,900 residential customers. This bill shows the customer their metered consumption and what their future bill will cost for metered water in one year. This bill is used to help educate the customers on water consumption and conservation.

**FY 2012–13 Customer Service Levels**

**Revenue**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Return calls for Customer Billing Inquiries	95% within 1 Business Day	93% within 1 Business Day	90% within 1 Business Day

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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

**Financial Services**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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 2:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Process departmental Budget Adjustments within three business days	97%	95%	90%

**Geographic Information Systems**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2011	Projected 2011-12	Budget 2012-13
Calls for dispatch mapping support resolved within 24 hours	90%	90-95%	95%

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2011	Projected 2011-12	Budget 2012-13
Desktop GIS applications supporting city operations up and running 98% of the time	90%	90%	95%

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2011	Projected 2011-12	Budget 2012-13
Monthly update to base map information	100%	100%	100%

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2011	Projected 2011-12	Budget 2012-13
Updating 911 dispatch and various applications as needed; within 2 weeks of changes	95%	100%	100%

**Customer Service Performance Indicator 5:**

Performance Indicator	Actual 2011	Projected 2011-12	Budget 2012-13
Requests for map publications within 14 days of request	100%	100%	100%

**FY 2012–13 Statistics / Workload Measures**

**Financial Services**

Statistics / Workload Measure	Actual 2010-11	Projected 2011-12	Budget 2012-13
Budget adjustments processed	208	155	150
Number of Bond Refundings & Issuances	4	4	1

**Disbursements**

Statistics / Workload Measure	Actual 2010-11	Projected 2011-12	Budget 2012-13
AP – Number of Payments Issued	11,500	11,665	11,800
AP – 1099's Issued	250	240	250
AP – Transaction Lines Processed	26,000	30,533	31,000
PR – Personnel Action Forms Processed	506	900	800
PR – W-2's Issued	802	797	775
PR – Employee Payments Issued	15,010	14,650	13,500

**Geographic Information Services (GIS)**

Statistics / Workload Measures	Actual 2010-11	Projected 2011-12	Budget 2012-13
Address errors corrected in various systems	950	200	200
Number of newly created maps and service calls	60	150	150
Number of GIS application service requests	250	250	250
Base map updates (monthly)	12	12	12
Number of GIS projects managed (task roll – ups)	12	12	12

**Information Systems**

Statistics / Workload Measures	Actual 2010-11	Projected 2011-12	Budget 2012-13
Number of trouble calls	2,651	2,413	2,400
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**

Statistics / Workload Measure	Actual 2010-11	Projected 2011-12	Budget 2012-13
Billing – Managed Accounts per Month	23,106	24,290	23,200
Billing – Managed Delinquent Accounts Bi-monthly	400	1,619	2,000
Billing – Discontinuation of Service Bi-monthly	115	162	200
Customer Service – Billing Phone Calls per Month	700	1739	2,000
Customer Service – Webmails per Month	1,000	1,110	1,500
Customer Service – Counter Customers per Month	770	950	1050
Business Licenses – New Licenses per Month	90	75	80
Business Licenses – Annual Renewals	4,300	4,965	4,500

## **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 for sustainability
- Continue maximizing City investment earnings and monitoring cash flow as economy struggles
- Submit final FY 2012-13 budget document to GFOA and CSMFO as a Distinguished Budget Document
- Complete CAFR by November 30, 2012 and submit to GFOA

### **Disbursements**

- The need to implement a time-saving invoice processing procedure city-wide to help each department achieve enhanced productivity.
- Cross train Revenue Division staff to help support the Accounts Payable function
- The ability to provide excellent customer service to vendors and staff
- The ability to pay outstanding invoices within the allotted timeframe without accruing penalties

### **Geographic Information Systems**

- Supporting the General Plan Update by providing maps and other information services
- Promoting GIS web sites, developed internally and available to city employees to support business functions
- Implementing map standards to avoid duplicate files and to ensure access to the most current map information across the organization

### **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**

- Increased customer service during the transition to billed water metered consumption on 19,900 residential monthly bills
- Increased billing management by staff to ensure billing accuracy, and additional database entry corresponding with the water meters and exceptions as a result of the water meter implementation roll out
- Providing reasonable customer service for the City's customers while also completing increased database work with reduced staffing
- Implementation of a collection agency program to collect delinquent balances from accounts that have been closed and cannot be attached to the County Property Tax Roll

- Increased counter customer service due to minimized staffing city-wide

**Position Information**

Position	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved	FY 2012-13 Proposed
<b>Finance Administration</b>					
Chief Financial Officer/Finance Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	-
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>
<b>Budget &amp; Evaluation</b>					
Budget & Evaluation Manager	1.00	1.00	-	-	-
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Disbursements</b>					
Disbursements Specialist	2.00	2.00	3.00	3.00	3.00
Disbursements Technician	1.00	2.00	1.00	1.00	1.00
Revenue/Disbursements Manager	1.00	1.00	1.00	-	-
<b>Subtotal</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Financial Analysis &amp; Reporting</b>					
Accounting Technician I/II	1.00	-	-	-	-
Financial Analysis & Reporting Manager	1.00	-	-	-	-
Financial Analyst I/II	3.00	3.00	-	-	-
<b>Subtotal</b>	<b>5.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Revenue</b>					
Revenue Technician I/II	4.00	4.00	4.00	5.00	3.00
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>8.00</b>	<b>6.00</b>
<b>Treasury</b>					
Financial Analyst I/II	1.00	1.00	-	-	-
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Financial Services</b>					
Financial Analyst I/II	-	-	3.00	3.00	3.00
Financial Services Manager	-	-	1.00	1.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</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>1.00</b>	<b>1.00</b>	<b>0.00</b>

Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
Information Systems					
Information Systems Supervisor	-	-	1.00	1.00	1.00
Information Systems Technician I/II	-	-	4.00	4.00	4.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total</b>	<b>20.00</b>	<b>19.00</b>	<b>24.00</b>	<b>24.00</b>	<b>20.00</b>

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

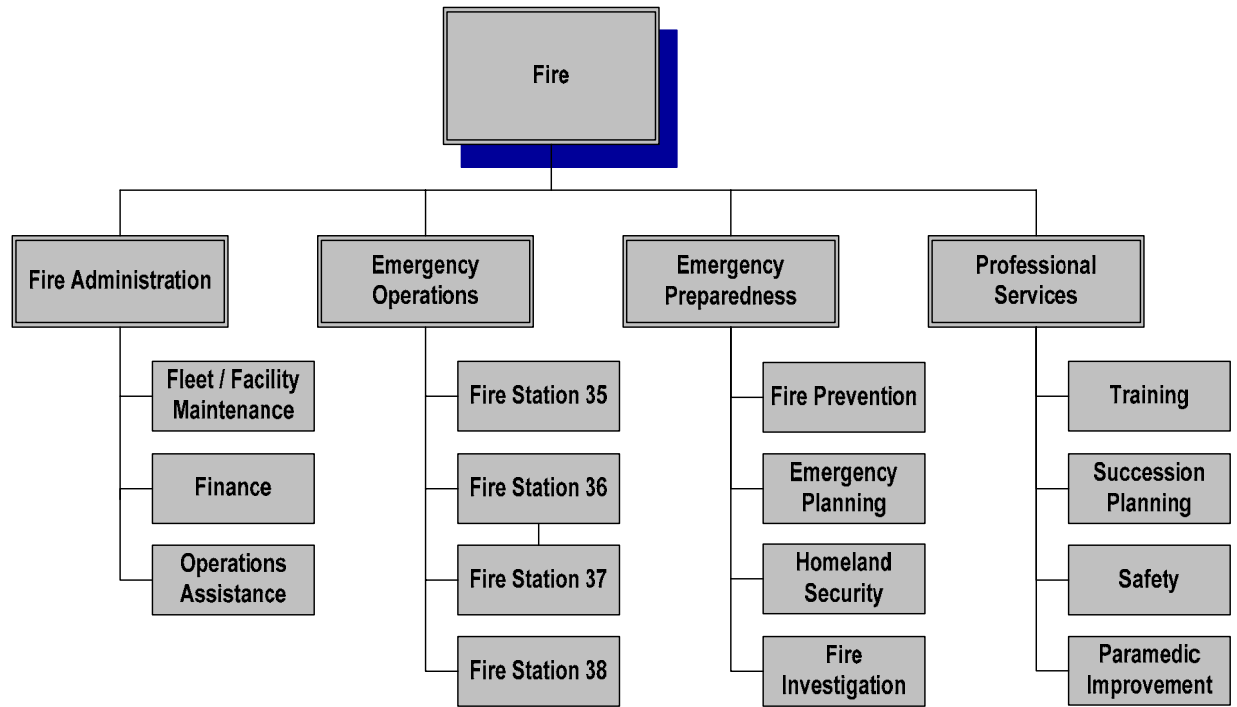
Annual Financial Auditing Services	\$65,000
Lock Box Service	\$72,000
Banking Services	\$30,000

**New or Replacement Vehicles**

None







# Fire

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

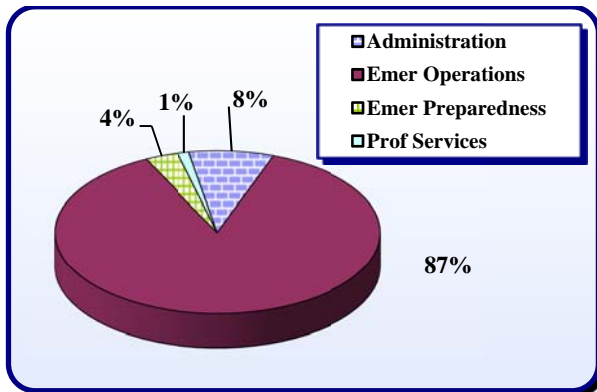
**Department Standing Orders**

- 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**.

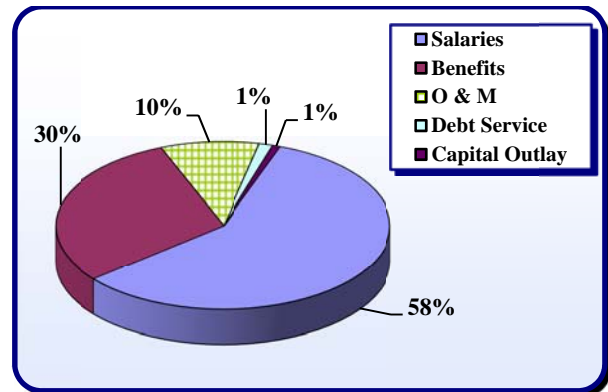
**Budget Summary**

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change From</b>
	<b><u>FY 2010-11</u></b>	<b><u>FY 2011-12</u></b>	<b><u>FY 2011-12</u></b>	<b><u>FY 2012-13</u></b>	<b><u>12-13 Budget</u></b>
<b>Expenditure</b>					
Salaries	\$7,902,293	\$7,351,561	\$8,553,347	\$7,811,776	6.26%
Benefits	\$4,430,560	\$4,508,384	\$4,291,433	\$4,004,709	-11.17%
Operation & Maintenance	\$1,174,053	\$1,310,004	\$1,337,336	\$1,278,310	-2.42%
Debt Service	\$81,602	\$177,845	\$177,845	\$176,158	-0.95%
Capital Outlay	\$0	\$291,200	\$0	\$100,000	0.00%
<b>Total</b>	<b>\$13,588,507</b>	<b>\$13,638,994</b>	<b>\$14,359,961</b>	<b>\$13,370,953</b>	<b>-1.97%</b>
Administration	\$883,502	\$934,034	\$919,601	\$1,115,803	19.46%
Emergency Operations	\$11,844,602	\$11,576,110	\$12,284,209	\$11,652,847	0.66%
Emergency Preparedness	\$484,942	\$493,576	\$487,668	\$454,025	-8.01%
Professional Services	\$375,461	\$635,274	\$668,483	\$148,278	-76.66%
<b>Total</b>	<b>\$13,588,507</b>	<b>\$13,638,994</b>	<b>\$14,359,961</b>	<b>\$13,370,953</b>	<b>-1.97%</b>
<b>Funding Source</b>					
Program Revenue	\$2,039,720	\$2,139,000	\$2,045,955	\$2,404,200	12.40%
Inter-Fund Transfers	\$94,560	\$95,101	\$94,560	\$194,556	104.58%
General Fund	\$11,454,227	\$11,404,893	\$12,219,446	\$10,772,197	-5.55%
<b>Total</b>	<b>\$13,588,507</b>	<b>\$13,638,994</b>	<b>\$14,359,961</b>	<b>\$13,370,953</b>	<b>-1.97%</b>
Full-Time Positions	69.00	64.00	64.00	63.00	-1.56%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

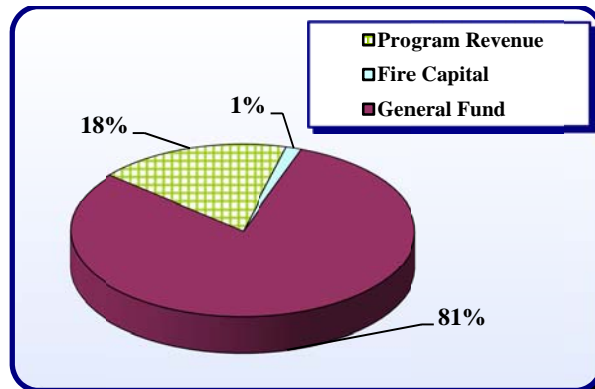
**Department by Divisions**



**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

**Administration**

**\$1,115,803**

The Fire Administration Division includes all staff functions that sustain the day-to-day operations of the Department. The Fire Administration Division is responsible for the management and supervision of all Department services, programs and policies. This involves 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**

**\$11,652,803**

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 provides services on a twenty-four hour basis through operations located from four fire stations geographically distributed throughout the City.

The Division responded to 5,783 calls for emergency assistance in 2011. 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****\$454,025**

The Emergency Preparedness Division includes all staff functions that support the community's preparedness related to man-made and natural incidents. 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 wildland urban-interface planning; homeland security coordination with State and local partners; community education and the investigation of all fires.

**Professional Services****\$148,278**

The Professional Services Division includes all staff functions that support the training and preparedness of all employees of the Department. 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 2012–13 Strategies**

Align core emergency response services with need by retaining daytime staffing at 17 personnel (when bulk of medical emergencies occur) while reducing overtime costs and enhancing internal and external service by:

- Filling 2.0 vacant Firefighter positions
- Transitioning to dynamic staffing pattern for operation of Medic 37 to better match service to peak customer hours of 10:00 am to 8:00 p.m.
- Eliminating Fire Division Chief and Fire Captain positions mid-year due to anticipated retirements and realigning resources in support of the City's four Fire companies
- Purchasing one replacement ambulance.
- Relocating Fire Administration staff to City Hall to enhance internal collaboration with Community Development Department and increase administrative efficiencies
- Transfer weed abatement program functions within Code Enforcement unit
- Engine companies to conduct business inspections
- Implementation of First Responder Fee is anticipated in revenue estimates

## **FY 2011–12 Accomplishments**

### **Fire Administration Division**

- Completed a Department reorganization that streamlined services provided to the community.
- Implementation of the Department’s Succession & Leadership Guide.
- Continued coordination with large stakeholders for special events in the community.
- Hosted on-going labor-management meetings to improve employee-employer relations.

### **Emergency Operations Division**

- Implement service level modifications because of staffing plan developed for Engine 35.
- Responded to 5,783 calls for emergency service.
- Provided 2,573 ground ambulance transports to area hospitals.
- Suppressed 29 structure fires and 23 wildland fires within the city.
- Provided 2,917 ambulance transports for patients to area hospitals.
- Completion of 30 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

### **Emergency Preparedness Division**

- Performed 100% of Fire & Life Safety Plan Reviews within 15 days
- Conducted 1,750 Fire & Life Safety inspections

### **Professional Services Division**

- Personnel completed over 12,000 hours of documented training
- Participated in the Sacramento regional high rise training exercise
- Expanded the paramedic scope of practice to include two new medications
- Completed an audit of the current safety practices
- Completed an audit of current training practices, and identified training mandates
- Established a tracking and maintenance plan for all City owned AEDs
- Completed wildland training at Ione training center in cooperation with Cosumnes Fire
- Peer review completed for 100% of all 3000 + patient care reports
- Continuous Quality Improvement follow-up completed on 147 reports as of 02/10/12
- Processed all records requests within the allotted time allowed
- Used grant funding to train and equip personnel in confined space operations
- Completed entry level firefighter testing and assessment
- Completed Captain promotional testing and assessment
- Participated in PARTY (Prevent Alcohol and Risk-Related Trauma in Youth)
- Participated in “Every 15 Minutes” program with Folsom High School
- Fit testing for SCBA/N95/P100 mask was completed for all emergency personnel
- Interagency Multi-Company Training with El Dorado Hills, Metro and Folsom Prison
- Assisted in the writing of standardized County wide emergency procedures as part of a regional committee

**FY 2012–13 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Goal	Division	Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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 2010-11	Projected 2011-12	Budget 2012-13
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	In Process	In Process
	Emergency Preparedness	Fire and life safety initial plan check review completed within 15 days	94%	95%	90%

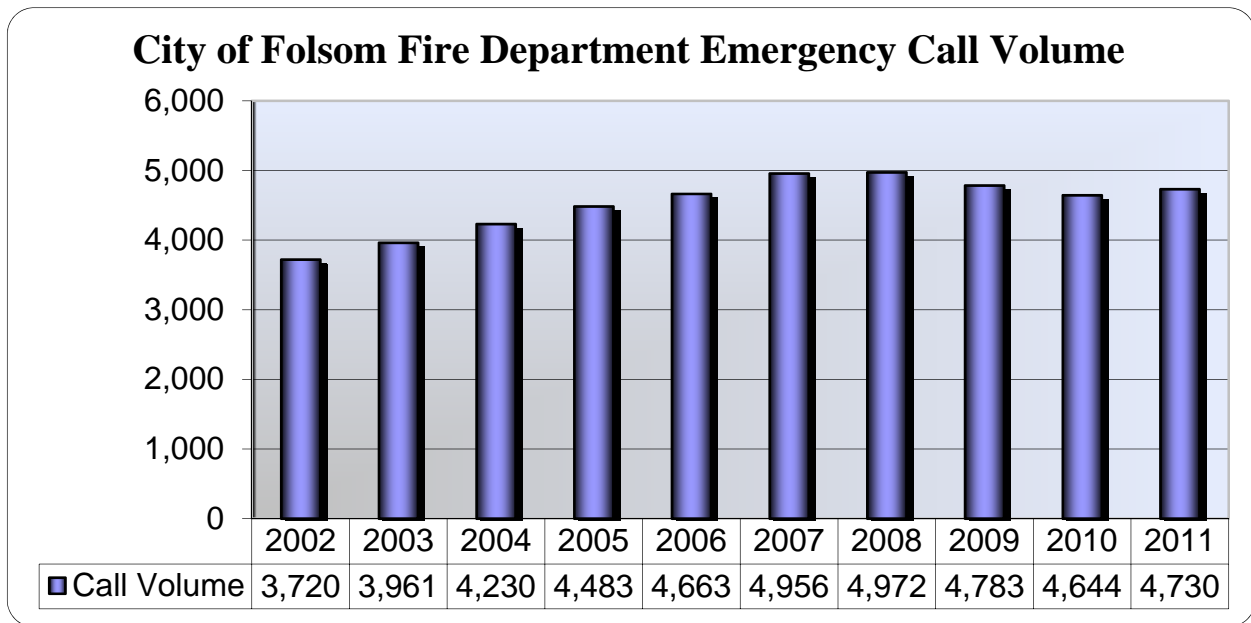
**Customer Service Performance Indicator 3:**

Goal	Division	Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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	79%	77%	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	80%	95%	90%

	Emergency Operations	Customer satisfaction among those being treated and/or transported by Fire EMS 80% satisfied or better	98%	98%	95%
	Fire Administration	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	5%	2% Clearance Rate	20% Clearance Rate
	Emergency Preparedness	Percentage of State mandated inspections completed for year	100%	100%	90%
	Emergency Preparedness	Percentage of fire and life safety inspections completed	43%	54%	90%



The graph below represents the total call volume for the Folsom Fire Department from 2002 through 2011 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.
- Develop and implement fire protection service plans for the Folsom Plan area.

### **Emergency Operations Division**

- 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**

- Meeting performance measures for Fire Prevention programs based on funding allocated
- Maintaining competence in plan review and inspections to correspond with changes in codes and standards
- Maintaining staffing in order to meet workload demands resulting from economic recovery

- Acquire funding to purchase updated codes and standards

**Professional Services Division**

- To provide the mandated Continuous Quality Improvement programs with limited staff support
- Provide a training plan that incorporates all mandated training at the company level
- Develop a mandated Risk Management Plan
- Complete Engineer promotional testing and assessment
- Complete Division Chief promotional testing and assessment
- Provide orientation training to new probationary firefighter(s)
- Be the Department liaison and representative working with County EMS Authority
- Participate in the development of a county wide medic response and coverage plan
- Assisted in the writing of standardized emergency procedures as part of a regional committee

***Future Key Issues***

- Replace paper-based inspection model with technology-based inspection system to improve efficiency
- Improve Fire/Arson Investigation capability through additional training and equipment acquisition
- Infill development and annexation of the Sphere of Influence area (south of US 50) will increase demand for service

**Position Information**

Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
<b>Fire Administration</b>					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Account Clerk	-	-	-	1.00	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	1.00	1.00	1.00	-	-
Senior Equipment Mechanic	-	-	-	1.00	1.00
Senior Office Assistant	1.00	1.00	-	-	-
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
<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	3.00
Fire Captain - Suppression	15.00	15.00	15.00	12.00	12.50
Fire Engineer	15.00	15.00	15.00	14.00	12.00
Firefighter	32.00	32.00	25.00	25.00	27.00
Paramedic	2.00	2.00	1.00	1.00	1.00
Senior Equipment Mechanic	1.00	1.00	1.00	-	-
<b>Subtotal</b>	<b>69.00</b>	<b>69.00</b>	<b>61.00</b>	<b>55.00</b>	<b>55.50</b>
<b>Emergency Preparedness</b>					
Fire Division Chief (Fire Marshal)	-	-	-	1.00	1.00
Deputy Fire Marshal	-	-	-	1.00	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>Subtotal</b>	<b>2.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Professional Services</b>					
Account Clerk	1.00	1.00	1.00	-	-
Battalion Chief - Administrative (EMS)	1.00	1.00	1.00	-	-
Division Chief	-	-	-	1.00	0.50
Fire Captain	-	-	-	1.00	-
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.50</b>
<b>Total</b>	<b>78.00</b>	<b>79.00</b>	<b>69.00</b>	<b>64.00</b>	<b>63.00</b>

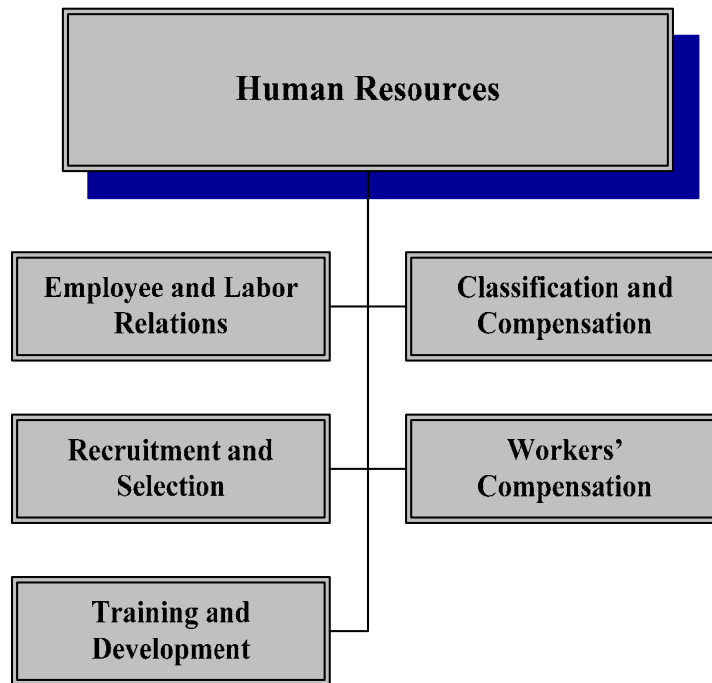
**Major Contracts (over \$25,000)**

Emergency Fire & Medical Dispatch Services	\$203,696
Annual 800 MHz radio user fees	\$25,025
Kaiser Medical	\$27,000
Wittman Enterprises – Ambulance billing contract	\$106,000

**New or Replacement Vehicles**

One Type I Ambulance (Replacement)	\$100,000
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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 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$375,607	\$391,055	\$348,400	\$372,116	-4.84%
Benefits	\$180,196	\$181,555	\$169,212	\$156,377	-13.87%
Operation & Maintenance	\$171,301	\$135,368	\$126,678	\$127,111	-6.10%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$727,105</b>	<b>\$707,978</b>	<b>\$644,290</b>	<b>\$655,604</b>	<b>-7.40%</b>

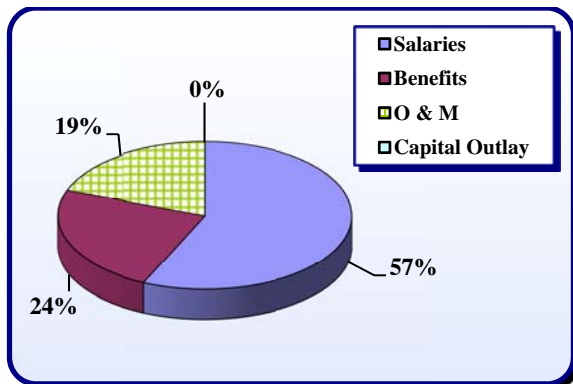
  

<b>Funding Source</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
General Fund	\$727,105	\$707,978	\$644,290	\$655,604	-7.40%
<b>Total</b>	<b>\$727,105</b>	<b>\$707,978</b>	<b>\$644,290</b>	<b>\$655,604</b>	<b>-7.40%</b>

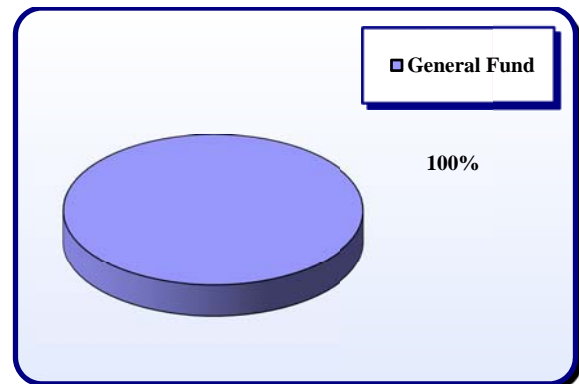
  

Full-Time Positions	6.00	6.00	6.00	5.00	-16.67%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

**Human Resources**

**\$655,604**

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, Selection and Workforce Administration, Employee Benefits and Risk Management, and Training and Development.

**FY 2011–12 Accomplishments**

- Agreement with IAFF, Local 522
- Changed healthcare provider from HealthNet to UnitedHealthcare
- Negotiated minimal increases for health insurance
- Researched and continued to monitor Federal Health Care Reform and its impact on the City
- Continued to support department via HR teams in functioning with reduced and stretched workforce
- Continued review of benefits package for sustainability, both for current and future commitments

**FY 2012–13 Customer Service Levels**

**Customer Service Performance Indicator 1:**

<b>Performance Indicator</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Assess and monitor all benefit programs for cost; in workers compensation program, monitor the number of injured workers returning to work via bridge assignments	98% of work injuries back to work within 5 days of clearance for modified duty	Maintain cost containment of benefit programs/ target 98% of work injuries back within 5 days, and notification system improved and up to date with regulations.	Target 98% of work injuries back within five days, and notification system improved and up to date with regulations.



**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Identify status of job descriptions and placement in the market; maintain timely performance evaluations via Human Resources tracking and assistance for managers	97% of performance evaluations completed on time.	98% of probationary evaluations completed on time. 98% of all completed on time.	Target 98% of probationary evaluations completed on time. 98% of all completed on time.

**FY 2012–13 Statistics / Workload Measures**

Statistics / Workload Measure	Actual 2010-11	Projected 2011-12	Budget 2012-13
P-1s Processed	817	612	850
Number of Recruitments	27	16	15
Number of Workers’ Comp Claims	62	128	59
Labor Relations Hours	3,500	3,500	3,500

**Key Issues**

- Prepare for and negotiate successor agreement for IAFF, Local 522 MOU which expires 12/31/12
- Prepare to negotiate successor agreements for the following: Folsom Police Officers Association MOU (expires 6/30/13), IUOE, Local 39 MOU (expires 6/30/13), Folsom Mid-Managers Group MOU (expires 6/30/13) and Folsom Fire Mid-Management Group MOU (expires 6/30/13)
- Administer City staffing and recruitments consistent with budget
- Monitor benefits sustainability

***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 with the continued downward State and 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
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Personnel Technician I/II *	3.00	3.00	3.00	4.00	3.00
Senior Management Analyst	2.00	2.00	2.00	1.00	1.00
Senior Office Assistant - PPT	0.75	-	-	-	-
<b>Total</b>	<b>6.75</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>

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

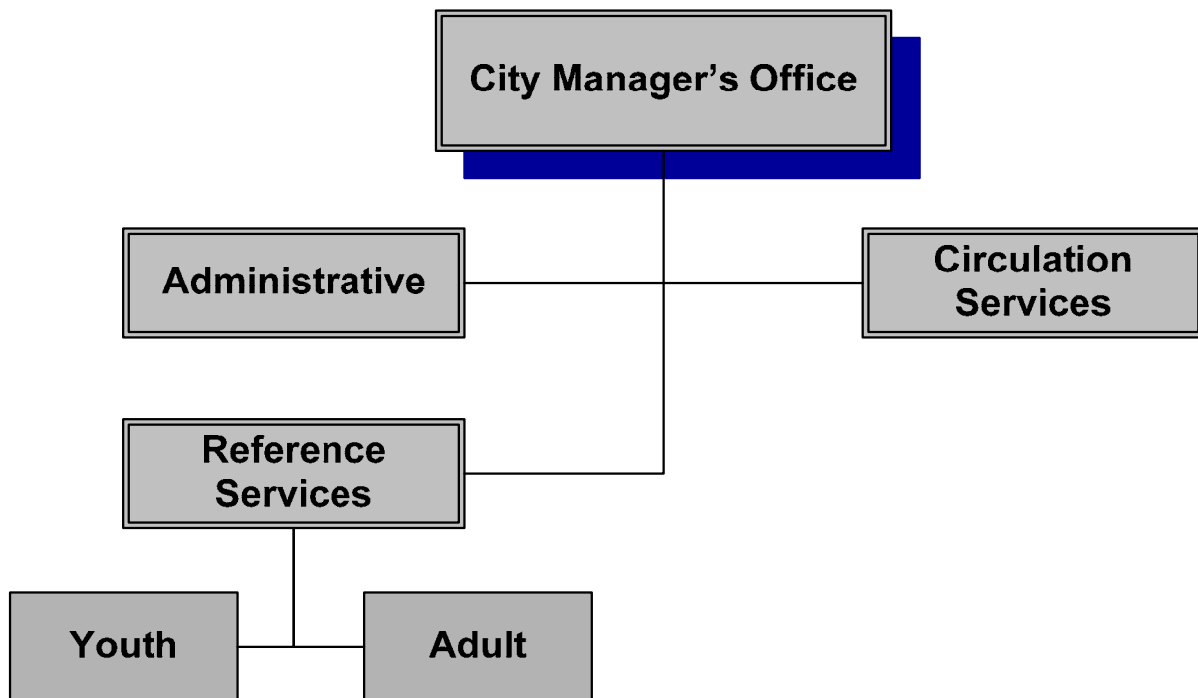
**Major Contracts** (over \$25,000)

Employee Benefits Broker	\$38,243
Labor Negotiation Services	\$57,000

**New or Replacement Vehicles**

None
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## *Library*

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

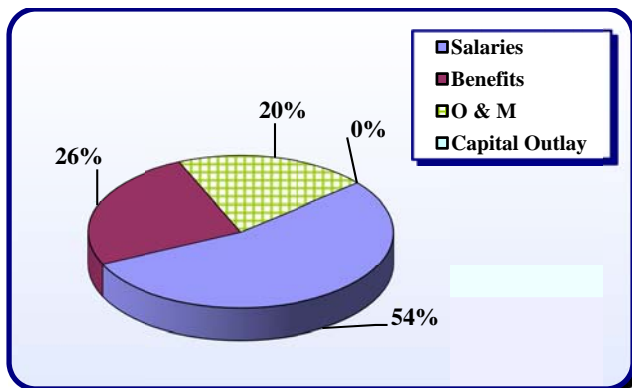
### Mission Statement

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.

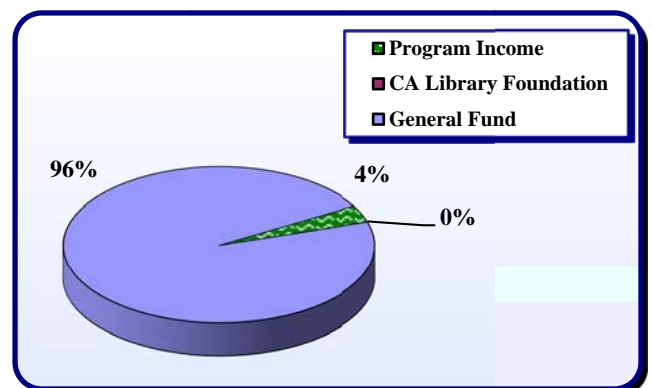
### Budget Summary

<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Approved FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$703,296	\$659,285	\$667,308	\$675,263	2.42%
Benefits	\$434,225	\$362,162	\$353,793	\$317,879	-12.23%
Operation & Maintenance	\$404,629	\$297,822	\$416,155	\$254,798	-14.45%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$1,542,150</b>	<b>\$1,319,269</b>	<b>\$1,437,256</b>	<b>\$1,247,940</b>	<b>-5.41%</b>
Main Library	\$1,234,374	\$1,319,269	\$1,436,412	\$1,247,940	-5.41%
Joint-Use Library	\$307,776	\$0	\$844	\$0	0.00%
<b>Total</b>	<b>\$1,542,150</b>	<b>\$1,319,269</b>	<b>\$1,437,256</b>	<b>\$1,247,940</b>	<b>-5.41%</b>
<b>Funding Source</b>					
Program Income	\$33,024	\$61,400	\$143,260	\$43,800	-28.66%
CA Library Foundation	\$82,872	\$60,000	\$74,054	\$0	-100.00%
General Fund	\$1,426,254	\$1,197,869	\$1,219,943	\$1,204,140	0.52%
<b>Total</b>	<b>\$1,542,150</b>	<b>\$1,319,269</b>	<b>\$1,437,256</b>	<b>\$1,247,940</b>	<b>-5.41%</b>
<b>Staffing</b>					
Full-Time Positions	13.50	12.00	12.00	10.00	-16.67%
Part-Time Positions	0.00	0.00	0.00	1.00	0.00%

Department Expenditure by Category



Department Funding Sources



## Program Information

### Library

\$1,247,940

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 2012–13 Strategy

The proposed Library budget reflects the budget development principles by focusing reduced dollar and staff resources on customer priorities of accessibility, circulation, programming, and materials appropriation in an efficient, effective, and sustainable manner. More specifically:

- **Accessibility.** We have realigned Library open hours to days of the week and hours that our staff, our customers, and our statistics all point to as better serving our customers. We will also continue to direct our efforts and energies to improving electronic access to the library during off hours as well.
- **Circulation/Materials Acquisition.** Folsom’s Library currently leads the region in terms of materials circulation. The realigned hours not only allow us to serve our customers at times that meet their needs, but also allows our staff to keep pace with circulation demands even with a reduction of two .5 FTE positions (one filled, one vacant). We also worked very hard to preserve as much as possible of the materials acquisition budget so that we keep our materials selection current, fresh, and meaningful for our customers.
- **Programming.** Our community looks to the Library as a safe, clean, inviting, and functional location for literary-based programs. The schedule realignment allows beneficial programming to continue, including story times, tutoring, book clubs, teen programs, and more.
- **Partnerships.** Our efforts this fiscal year and beyond will also include outreach to the community to encourage partnerships and collaboration to both increase programming opportunities as well as materials acquisition.
- **State Impact :** In FY11, public library funding by the state was \$30.4 million. In FY12, the Governor recommended no funding, but the Legislature restored funding to \$15.2 million, subject to a budget trigger that ultimately resulted in the elimination of all funding for public libraries in FY13. This translates into an additional \$60,000 loss in revenue for the Folsom Public Library in FY13, now down to zero from the FY11 State funding amount of \$120,000.

**FY 2011–12 Accomplishments**

- Decreases in State funding and other fiscal challenges forced the very hard decision to close joint use operation of the library building at Vista del Lago High School in FY 2011/12. Since that time staff has focused dollars and resources on the City’s flagship Georgia Murray Building next to City Hall. Staff has worked to provide materials, hours, and programming that attract lifelong lovers of libraries.
- The Reference and the Large Print collection have been moved to areas in the library better suited for those collections. The result is a new reading area designed for readers of large print materials and a reference area that is more accessible and user friendly. The Friends of the Library generously supported this project.
- The Library has become a strong presence on social media sites such as Twitter and Facebook, reaching hundreds of people each week.
- The Teen Room has been updated with more “teen-friendly” furniture, TVs, and gaming systems. This room now houses the entire teen collection and additional teen materials were purchased. The Friends of the Library generously supported this project.
- The Fiction collection was integrated, weeded, and updated with new genre labels for a new browsing experience for the customer.
- A library consultant funded by the Friends of the Library worked with staff on back room processes and developing more efficient materials handling procedures.
- A Student Resource Collection was developed in the Children’s Collection. The Student Resource Collection is a collection of circulating materials developed to support our elementary school student’s projects.
- The library went “green” with e-mail only notifications and the option to have library receipts e-mailed.

**FY 2012–13 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Number of new library cards issued	4,747	3,000	3,000

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Number of patrons visiting the library	306,757	230,305	245,000

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Number of patrons served by programs	21,949	22,000	20,000

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Number of open library hours	GMB 44 NRS 30	GMB 41/48	GMB 43

\* Actual 2010-11 Customer Performance Indicators include the Norman R. Siefkin Public Library

**FY 2012–13 Statistics / Workload Measures**

Statistics / Workload Measure	Actual 2010-11	Projected 2011-12	Budget 2012-13
Self checkout usage % of total	45.3%	46%	60%
Number of items added to collection	11,469	12,000	12,000
Number of items checked out or renewed	543,053	530,000	545,000
Number of items loaned to partner libraries	48,454	45,320	46,000
Number of items borrowed from partner libraries	101,676	100,000	101,000
Number of reference questions	46,397	45,000	45,000
Story Time attendance	16,645	15,000	15,500
Youth Program attendance	3,826	4,000	3,700
Adult Program attendance	1,478	1,000	1,000

\* Actual 2010-11 Workload Measures include the Norman R. Siefkin Public Library

**Key Issues**

- Offering best combination of Library accessibility, circulation, and programming possible within constraints of challenging economy
- Implementation of services for collection of billed items and fines
- Continued efforts at conservation and going green with digital signage
- Implementation of point of service transactions
- Development of new contract for Self-Check and Radio Frequency Identification security system maintenance

***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

**Position Information**

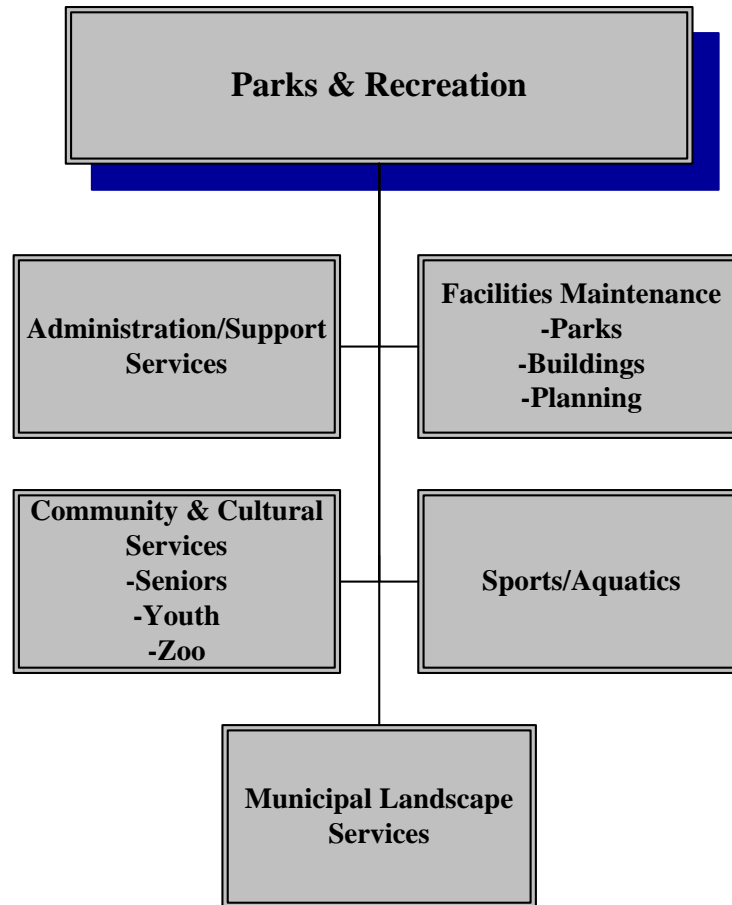
Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
Library Director	1.00	1.00	1.00	-	-
Librarian	3.00	2.00	1.00	2.00	2.00
Library Assistant	6.00	6.00	5.00	4.00	3.00
Library Assistant - PPT	0.00	0.00	0.50	1.00	1.00
Library Supervisor	1.00	1.00	1.00	1.00	1.00
Library Technician	4.00	4.00	4.00	3.00	3.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>16.00</b>	<b>15.00</b>	<b>13.50</b>	<b>12.00</b>	<b>11.00</b>

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

Automated Circulation System	\$42,000
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**New or Replacement Vehicles**

None
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## *Parks & Recreation*

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

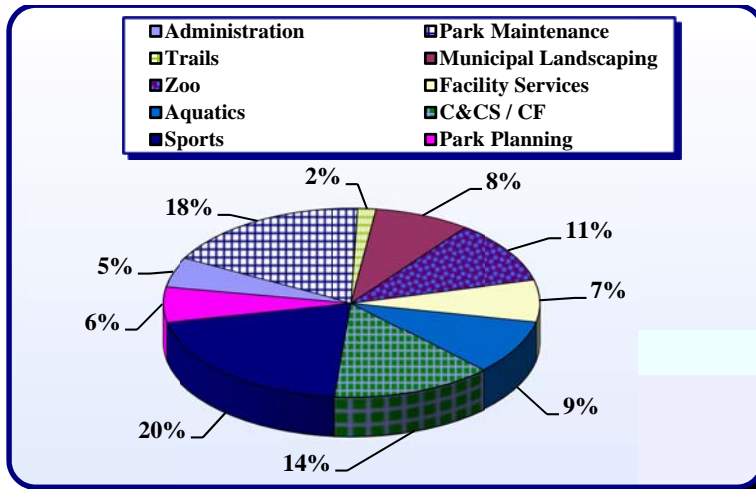
**Mission Statement**

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.

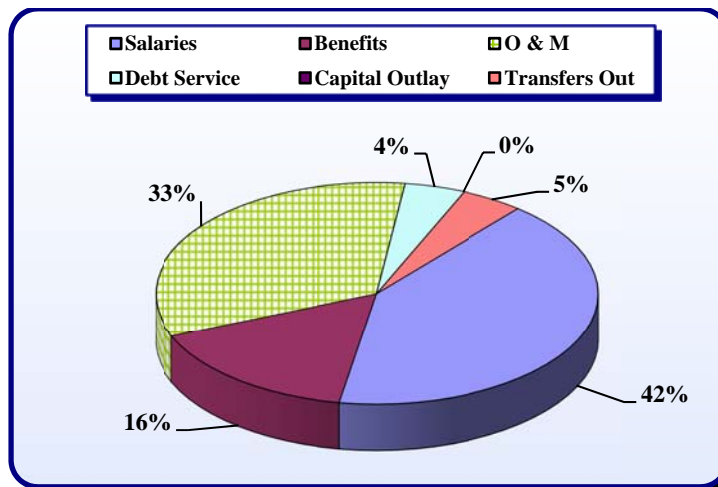
**Budget Summary** (All Funding Sources)

<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$4,777,328	\$5,018,217	\$4,944,677	\$4,708,657	-6.17%
Benefits	\$2,264,316	\$2,023,968	\$2,109,827	\$1,821,888	-9.98%
Operation & Maintenance	\$3,924,351	\$3,763,165	\$3,793,517	\$3,774,349	0.30%
Debt Service	\$500,000	\$500,000	\$500,000	\$500,000	0.00%
Capital Outlay	\$1,505,553	\$229,069	\$68,555	\$0	0.00%
Transfers Out	\$367,937	\$560,901	\$560,901	\$524,595	-6.47%
<b>Total</b>	<b>\$13,339,484</b>	<b>\$12,095,320</b>	<b>\$11,977,476</b>	<b>\$11,329,489</b>	<b>-6.33%</b>
Administration	\$483,849	\$499,629	\$498,497	\$578,788	15.84%
Park Maintenance	\$1,906,602	\$1,846,176	\$1,842,392	\$2,004,367	8.57%
Trails	\$174,780	\$175,513	\$176,472	\$175,751	0.14%
Municipal Landscaping	\$1,094,315	\$1,047,706	\$1,034,741	\$923,869	-11.82%
Zoo	\$1,337,468	\$1,335,078	\$1,415,784	\$1,219,761	-8.64%
Facility Services	\$914,795	\$895,820	\$859,469	\$805,735	-10.06%
Aquatics	\$1,049,930	\$945,422	\$1,030,219	\$1,077,103	13.93%
Community & Cultural Services / Community Facilities	\$1,948,754	\$1,910,265	\$1,896,957	\$1,554,366	0.00%
Sports	\$2,346,905	\$2,341,554	\$2,293,821	\$2,305,420	-1.54%
Park Planning	\$2,082,087	\$1,098,157	\$929,126	\$684,329	-37.68%
<b>Total</b>	<b>\$13,339,484</b>	<b>\$12,095,320</b>	<b>\$11,977,476</b>	<b>\$11,329,489</b>	<b>-6.33%</b>
<b>Funding Source</b>					
Program - Park Maint	\$52,725	\$38,500	\$43,140	\$40,000	3.90%
Program Revenues - Zoo	\$566,302	\$682,000	\$678,029	\$764,739	12.13%
Program Revenues - Aquatics	\$777,913	\$805,077	\$789,870	\$906,996	12.66%
Program Revenue - C&CS/CF	\$1,173,876	\$1,111,545	\$1,201,304	\$1,080,679	0.00%
Revenues - Sports	\$1,494,129	\$1,406,100	\$1,682,061	\$1,797,140	27.81%
Special Assessments	\$428,000	\$420,200	\$420,200	\$400,000	-4.81%
Park Improvements	\$432,166	\$250,000	\$231,427	\$300,000	20.00%
General Fund	\$5,989,488	\$5,827,741	\$5,527,746	\$4,934,378	-15.33%
Park Impmt Fund Balance	\$1,629,375	\$848,157	\$611,779	\$299,329	-64.71%
Inter-Fund Transfers	\$795,510	\$706,000	\$791,920	\$806,228	14.20%
<b>Total</b>	<b>13,339,484</b>	<b>12,095,320</b>	<b>11,977,476</b>	<b>11,329,489</b>	<b>-6.33%</b>
<b>Staffing</b>					
Full-Time Positions	51.80	50.80	50.80	41.80	-17.72%
Part-Time Positions	2.00	2.00	2.00	1.20	-40.00%

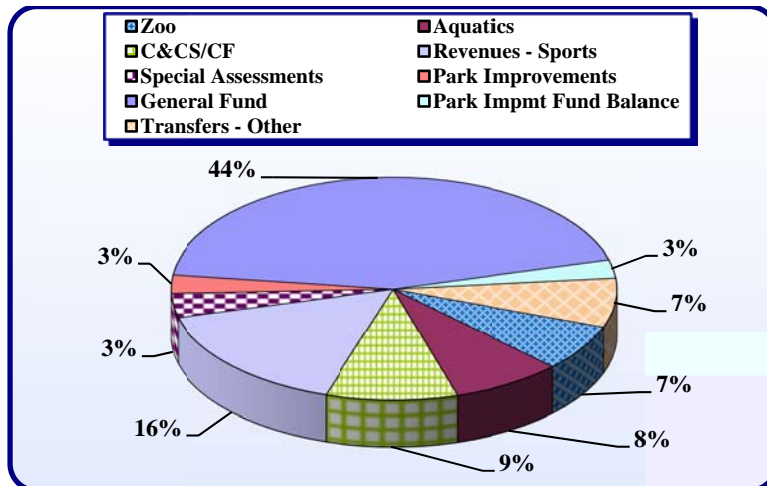
### Department by Divisions



### Department Expenditure by Category



### Department Funding Sources



## **Program Information**

### **Administration**

**\$578,788**

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, and the Landscape and Lighting Advisory Committee, with a diversity of operations ranging from Arts and Athletics to the Zoo. Administration also provides clerical support services and direction to other department divisions towards achievement of annual program objectives, budget expenditures, and capital improvement programs.

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

**\$1,554,366**

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, Special Events, department-wide marketing, promotions, and Zoo Sanctuary. 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, 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.

**\$1,219,761**

The Zoo Sanctuary 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.

### **Sports / Aquatics**

**\$2,305,420**

The 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. Additional responsibilities include department-wide fleet management and special event permits.

**\$1,077,103**

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 USA swim team, Sierra Marlins, as well as the Folsom Sea Otters and Folsom Tigersharks. 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.

**Facilities Maintenance and Planning****\$2,004,367**

Park Maintenance 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.

**\$805,735**

Facility Services 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.

**\$684,329**

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.

**\$175,751**

This division provides administration of trails 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.

**Municipal Landscape Services****\$923,869**

The Municipal Landscape Services (MLS) Division manages the contracts and the maintenance of the assets within the City's 26 Landscaping and Lighting (L&L) Districts, and three Community Facilities Districts, with approximately \$4.8 million in revenue. L&L assets include but are not limited to 16 mini parks, 400 acres of open space, over 3,300 streetlights, signage, artwork, and irrigation systems. MLS also manages the irrigation and maintenance of several publicly owned streetscapes and corridors and the contracts for the City's 40 parks and sport fields and 34 miles of trails and 24 pet stations. MLS staffs the L&L Advisory Committee.

**FY 2012–13 Strategies**

Reflecting the Folsom quality of life experience, focus on the core activities of park maintenance, youth and senior services, and community events with broad public appeal by eliminating General Fund subsidies to adult programming and restructuring organization to reduce costs. Specifically we are:

- Preserving primary services and functions by realigning and consolidating divisions to achieve efficiencies, streamlining, and cross-training opportunities in support of core services.
  - The Parks / Trails Maintenance and Design Division is the blending of Park Maintenance, Facility Services, and Parks / Trails Planning.
  - The Community & Cultural Services and Programs Division is the alignment of Community and Cultural Services, Community Facilities, and Zoo Sanctuary.
  - Reclassification of 1.0 Park Planning Manager, and elimination of 1.0 Park Planner, 1.0 Office Assistant, 1.0 Maintenance Worker, 1.0 Maintenance Specialist, 2.0 Recreation Coordinators, .50 Marketing & Graphics coordinator, and 1.0 Recreation Supervisor position.

- Continue to provide for wide spectrum of youth and adults sports and recreation programming while allowing General Fund allocations to be directed to target core services (including youth, senior and community event services) by:
  - Implementing fee adjustments to adult sports and other programs, classes, and admissions to maintain robust adult recreation programming while also securing full cost recovery (typical fee increase translates into less than \$1 dollar per game to each player)
  - Implementing fee adjustments for community youth sports leagues to recover costs for scheduling and other services (typical fee increase translates into less than \$1 dollar per facility use – practices and games)
  - Implementing operational reorganization that blends the staff of the Sports and Aquatics Divisions, maximizing supervision, staffing and program efficiencies and efforts
  - Implementing fee adjustment for Aquatics Center (\$1 gate fee increase)
- Preserve the Folsom Zoo Sanctuary experience for the enjoyment and education of residents and visitors by:
  - Continuing to reduce General Fund dependence through partnerships and collaboration with the Friends of the Folsom Zoo and other organizations
  - Modestly increasing Zoo admission fees to bring in line with similar venues in the region (\$1 gate fee increase)
  - Implementing voluntary reclassifications of Zoo Manager and Zoo Supervisor
  - Eliminating 2.0 part-time positions
- Continue to enhance the Folsom quality of life experience through restructuring of community events to reduce cost by:
  - Changing venue and focusing on run-only event for Run with Nature, retaining the fund raising aspects with two long-standing community partners
  - Evaluating future of Cyclebration after assessing June 2012 event, with possible outsourcing to community partners
  - Redirecting Summer Concerts in the Parks enthusiasts to new entertainment venues at Palladio and Historic Folsom Station
- Transition Rotary Clubhouse to VFW Hall-style operations to continue to provide this asset to the City, but at lower costs

## **FY 2011–12 Accomplishments**

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

- The Gallery at 48 Natoma provided six different exhibitions in the Main Gallery, and six complimentary exhibits in the Community Gallery that served 5,680 participants. The exhibits were supported by more than \$13,000 in sponsorships this year.
- The Art Center at 48 Natoma expanded its scope of class offerings and served over 6,000 participants ranging in age from 6 to 96 years of age. The Center provides quality instruction in a full range of art media and styles to engage beginners and provide growth opportunities for advanced students.
- The Folsom Arts and Cultural Commission supported the marketing of the newly created website for arts and entertainment activities in Folsom. “Folsom Presents” gives residents and visitors a one stop opportunity to find out about the huge array of arts, music, dance, literature, historical and theater opportunities that can be had without leaving the city limits. The site was created and is maintained by our partner organization the Folsom Patrons of the Arts.



- The Senior Center at 48 Natoma served over 22,530 seniors in a variety of programs, social activities and services. The center's popular drop-in social lounge continues to gain new participants who enjoy playing cards, board games and joining in with a singing group. The lounge is supported by a core group of 12 volunteer hosts that welcome participants to the program.
- The Senior Center provided more than 10,000 meals to congregate and homebound meals on wheels participants.
- Proving that learning is a life-long activity, more than 1,100 seniors enrolled in educational classes ranging from Art to Zumba.
- Seniors took advantage of a range of services offered at the Senior Center at 48 Natoma including caregiver support groups, HICAP Medicare advocacy programs, and educational workshops ranging from fall prevention to fraud awareness.
- The two CAVE Teen Center sites saw increased attendance this year, created in part by new school bus routes requiring longer walks for students. As a result, both sites served an average of 80 teens per day seeking a safe place to stay after school, up from 60 per day in the previous year.
- The Community enjoyed a host of Special Events serving more than 25,000 participants including: Spring Eggstravaganza, Run with Nature and the Wild Way, 8 Summer Concerts in the Park, Mayors Cup Golf Tournament, Cyclebration – featuring 13 different biking rides/races over 3 days, and the annual Renaissance Faire.
- The Fun Factory preschool program expanded to add a new classroom at the Folsom Sports Complex to accommodate a large wait list of preschoolers at that location. Additionally, new preschool programming was provided across the city at Hinkle Creek Nature Center to accommodate residents in that area of the community. Residents now can choose from multiple class times at three locations in the community.
- The business community helped leverage the general fund allocation to the division by providing donations, sponsorships and grants of more than \$100,000 in support of a variety programs including our events, senior programming, the Gallery at 48 Natoma and the CAVE Teen Centers.
- A contract agreement was reached with one of the Sacramento area leading catering services “Hannibal’s” to provide exclusive services to the Community Center. Having such a reputable catering service available to our customers, will not only be a great gain for community center users, it should also help reduce wear and tear on the Community Center kitchen. Renovation of the Community Center Office was converted to a sales office and will be jointly used by City staff and Hannibal’s Catering.

### **Zoo Sanctuary**

- Zoo billboard donated by Clear Channel Outdoor (vinyl printing donated by Friends of the Zoo). Moved to various locations along the Highway 50 and 80 corridors.
- Participated in social media marketing (such as Groupon and Living Social) to increase exposure to the market place and boost zoo attendance. The effort resulted in sales of over 2,300 packages bringing in an additional 9,400 visitors and increasing revenues by over \$24,000.
- Zoo attendance increased over 18,500 to date compared to the same timeframe (July-Feb) last fiscal year, equivalent to a 33% increase.
- Received a \$10,000 grant from IKEA to remodel the interior of the zoo classroom and build interactive, interpretive signage in the zoo.
- Continued to enhance and refine partnership with the Friends of the Zoo organization to increase financial support of zoo operations from \$80,000 to \$90,000.
- Remodeled interior of Macaw Exhibit with donated funds.
- Conducted the 2<sup>nd</sup> Annual Wild Nights and Holiday Lights event in December. Visitation exceeded 8,000 and event proceeds grossed \$50,000.



- Introduced two Zebu (miniature Asian cattle), Ernie and Isaac.
- Completion of ADA upgrades at the cougar exhibit, making a drinking fountain more accessible.
- Spanish language television channel, Univision, filmed a segment about the Zoo Sanctuary and broadcast the piece on air as well as on their internet site, providing free marketing to the Spanish speaking community.

### **Sports**

- Received CPRS District 2 Award for “Recreation Program Award” for the Folsom STARS After School Program. \$30,000 in grant funding received from Community Partners with another \$20,000 pending.
- Mini trade show rental held in August, during a non-peak facility use, was so successful, client booked a second rental for the spring.
- Combination of Fall and Winter Youth Flag Football participation increased 4%.
- Zoom media monitor contract to broadcast free advertisements and allow for Parks & Recreation to posts flyers, messages, etc. at no cost. Annual Fee of \$1,000 collected each year from Zoom Media.
- Completed 1<sup>st</sup> Annual Holiday Cup Youth Soccer Tournament – 16 Teams.
- Partnered with Home School program to offer youth basketball practices and games at the Sports Complex.
- Mentoring Rancho Cordova Parks & Recreation Dept. and Folsom Cordova Unified School District to implement and create Joint Use Agreements with youth groups as Folsom currently does.
- Partnered with the Positive Coaching Alliance to promote positive coaching to the youth.
- Coordinated with Folsom High School Basketball to run three basketball tournaments for fundraisers.
- Partnered with Folsom National Little League and Sacramento State Athletics and Sacramento Rivercats to renovate Rodeo Park and Mann Park baseball fields.

### **Aquatics**

- Continued the successful partnership with 24 Hour Fitness offering indoor swim lessons during the Fall, Winter, and Spring.
- Completed the second season of scheduling, and operating the Vista del Lago High School pool.
- Coordinated the completion of two Eagle Scout projects resulting in the addition of two new public benches and one new storage shed. The benches were funded by the Friends of the Folsom Parkways and the Folsom Athletic Association.
- Strengthened the relationship with Aflex Technology, supplier of the giant inflatable pool toys from New Zealand, and received a new inflatable at no cost due to product referrals.
- Developed an economic impact report to be used for large swim meets.
- Hosted the 2012 Sierra Nevada Swim League Junior Olympic meet that showed an economic impact of over \$200,000 for the three day event.
- Held three free family picnic and movie nights with all direct costs being covered by community sponsors.
- Provided a safe aquatic facility for over 200,000 guests without any major accidents or injuries to the public.

### **Park Maintenance**

- Received 74 trees from the Sacramento Tree Foundation for the Park Maintenance annual tree replacement program to be planted in various parks throughout the City.
- Coordinating a sewer tie-in plan for the new restroom trailer to be located at upper Rodeo.
- Completed renovations to the upper Rodeo concession stand.

- Rodeo renovation included repairing and painting the ticket booth and first-aid building; repairing arena bleachers, corals, and bucking shoots; and installation of three storage sheds.
- Salvaged from the Folsom Lake College tennis courts.
- Accepted 70 donated sports lighting fixtures from Musco Lighting to be used as spare parts for the sports field lighting at Kemp, Cummings and Mann parks.
- Completed the installation of the central irrigation repeater stations at McFarland Park for the Nisenan Community Park irrigation controllers and at City Park. All Nisenan Community Park and City Park irrigation controllers are now accessible via radio from the Kemp Park maintenance facility.
- Repaired 12 incidents of cut/stolen copper wires at 8 park facilities over a 5-month period (July 2011 – December 2011). Approximately 1,000 feet of stolen wire cost an estimated \$40,000 to repair/replace.
- Completed securing electrical splice boxes to deter copper wire theft in all parks.
- Created and implemented anti-theft measures by protecting wires and pouring concrete into the splice boxes.
- Installed new irrigation controller at Lembi Park for the baseball field and soccer I and II fields. Hunter Industries donated the controller, complete with a wireless weather station.
- Completed bank stabilization along the banks of Humbug-Willow Creek under the East Bidwell Bike/Pedestrian Overcrossing.

#### **Facility Services**

- Completed reconstruction of lower rodeo restrooms.
- Remodeled office space in Finance area at City Hall.
- Continued ADA improvements of City facilities according to Self-Evaluation Transition Plan.
- Completed repair of roof and wall area leak at Fire station #35.
- Completed customer counter construction at City Hall.
- Remodeled office space and adult reading areas at Folsom Public Library.
- Completed installation of fire sprinkler heads at Police Department.
- Completion of the Front Desk Remodel Project at the Sports Complex.
- Renovated lower Rodeo restroom by removing all the fixtures, and painting the exterior after removing the lead paint.

#### **Park Planning**

- Dedicated Nisenan Community Park and coordinated installation of a scoreboard and bleachers for Ken Grossfeld Field.
- Purchased and coordinated installation of seven Big Belly IV solar compactors in Folsom City Lions Park through EECBG funding.
- Managed design, bidding, and construction of Livermore Community Park Football Field Storage Buildings funded by sports groups.
- Managed the design, bidding, and volunteer efforts for renovation of the Cummings Family Park FIDO Field Dog Park.
- Managed the Folsom Sports Complex Photovoltaic Project to successful completion and operation through EECBG funding with a maximum generation of 75 kw which will provide an estimated 35%–40% of the facilities' electrical power requirement.
- Completion of the Solar Panel Installation Project at the Sports Complex.

**Trails and Open Space**

- Applied and received a \$690,000 grant from Sacramento Area Council of Governments and a \$460,000 grant from Bicycle Transportation Account grant program for the Johnny Cash Bike/Pedestrian Overcrossing project. Completed first phase of rough grading which included the south approach ramp to the proposed overcrossing.
- Applied and received \$484,000 grant from Sacramento Area Council of Governments for the Lake Natoma Trail Gap Closure Project.
- Completed design for the Humbug-Willow Creek Trail Dos Coyotes Segment and initiated construction.
- Through several community workshops and working closely with the Bureau of Reclamation and State Parks, staff was able to build consensus among the interested groups and come up with a preferred design alternative for the Lake Natoma Waterfront and Trail Access Enhancement Project. The required environmental analysis (CEQA and NEPA) and final design plans have been completed.
- In coordination with REI and the Friends of Folsom Parkways, volunteers planted 30 new trees along the Humbug-Willow Creek Trail south of the new overcrossing at East Bidwell Street and also installed irrigation for all the new trees.
- Completed the installation of 6 new on-demand bike lockers at the Glenn Drive and Sutter Street Light Rail Stations.
- Received funding from the Sacramento Air Quality Management District to install 60 new bike racks throughout the City.

**Municipal Landscape Services**

- Completed water budgets for L&L's mini parks. Reduced water use over prior year by 15% thus saving \$2000+ in water costs.
- Resolved 23 major water leak issues (saving significant water and water costs).
- Retrofitted 34 irrigation controllers to add flow sensors, new components, and/or upgrades as items needed repair.
- Removed trees with root encroachments (Riley street, trails, Oak Avenue, E. Bidwell); diseased (Riley/pines, Cavitt/pines, Folsom Heights/open space, Sibley Street), city properties.
- Completed tree trimming and removals due to disease or hazard on civic center campus.
- Completed acquisition and roll out of chipper with the required traffic control equipment, and converted a used truck with hoist and container for use as a chipper truck.
- Coordinated with other departments to create the Copper Theft Reward Program and completed anti-theft measures in splice boxes.
- Completed assessment district ballot process for Blue Raving Oaks in order to repair sidewalks damaged by trees.
- Prepared public outreach work plan for L&L districts with inadequate annual assessments and inflationary adjustments.
- Prepared outreach plan for Natoma Station Art Work repairs and management.

**FY 2011–12 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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 2010-11	Projected 2011-12	Budget 2012-13
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	100%

**Customer Service Performance Indicator 3:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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 2010-11	Projected 2011-12	Budget 2012-13
Complete all voicemail call-backs regarding recreation program registration within 24 hours 90% of the time.	90%	90%	75%

**Customer Service Performance Indicator 5:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Accurately process completed mail-in program registrations by close of business each day 90% of the time.	100%	100%	90%

**Customer Service Performance Indicator 6:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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 2010-11	Projected 2011-12	Budget 2012-13
Pass all USDA inspections at the zoo with no violations resulting in re-inspection or fines.	1 re-inspection	100%	100%

**Customer Service Performance Indicator 8:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Percentage of general routine and facility maintenance service requests completed on annual basis	90%	90%	90%

**Customer Service Performance Indicator 9:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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 2010-11	Projected 2011-12	Budget 2012-13
Repair city street lights in L&Ls within one week (L&L)	98%	98%	98%

**Customer Service Performance Indicator 11:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Repair water and irrigation leaks within 24 hours (L&L)	90%	95%	75%

**Customer Service Performance Indicator 12:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Return phone calls and emails from residents and customers within 24 hours (MLS)	98%	98%	98%

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

<b>Statistics / Workload Measures</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Number of trail miles maintained	36 miles	36 miles	37 miles
Open space acreage maintained	409 acres	454 acres	454 acres
Number of turf soccer fields maintained	25	26	26
Number of baseball/softball fields maintained	24	25	25
Number of playgrounds inspected and maintained	47	48	48
Number of water features maintained	4	4	4
Irrigated turf acreage maintained and scheduled	132 acres	138 acres	138 acres

**Zoo Sanctuary**

<b>Statistics / Workload Measures</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Gate attendance	103,000	123,000	126,500
Number of volunteers hours donated	16,500	17,000	17,500
Tour Revenue	\$23,700	\$24,000	\$24,250

**Aquatics**

<b>Statistics / Workload Measures</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Number of swim lessons taught	2,563	2,600	2,700

**Park Planning**

<b>Statistics / Workload Measures</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Number of acres of parkland developed	0	8.0	0
Number of park renovation projects	3	1	0
Number of CEQA review and Master Development Plan adoptions	0	0	0

**Trails Division**

<b>Statistics / Workload Measures</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Number of grants submitted	3	5	3
Linear feet of trails constructed	8,900	0	7,920
Number of Eagle Scout projects	3	3	3
Bridge volunteer projects	1	0	2

**Community and Cultural Services / Community Facilities**

<b>Statistics / Workload Measures</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Number of participants served @ 48 Natoma	34,000	38,000	40,000
Number of participants served at Teen Centers	21,300	27,000	27,000
Number of Arts Master Plan tasks undertaken	10	10	5
Number of youth camp sessions provided	90	108	108
Number of events / participants	5 / 26,000	7 / 33,000	3 / 7,000
Number of facilities maintained	6	4	3
Square footage of buildings maintained	41,525	42,750	38,750
Number of reservations scheduled and serviced	3,600	3,690	3,420

**Recreation / Sports Complex**

<b>Statistics / Workload Measures</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Number of facilities scheduled	267	267	268
Number of events scheduled	18,750	18,750	18,750
Number of soccer fields coordinated daily for Folsom Soccer Club during the recreation season.	48	52	53
Number of softball / baseball fields prepped for youth and adult games per year.	3,068	3,095	3,095
Total number of participants involved in activities coordinated by the Sports Division.	220,000	220,000	225,000
Number of pitches thrown by batting cage machines at the Sports Complex.	1,100,000	1,200,000	1,250,000

**Facility Services**

<b>Statistics / Workload Measures</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</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**

Statistics / Workload Measures	Actual 2010-11	Projected 2011-12	Budget 2012-13
Number of L&L and CFD districts managed and maintained	24	25	26
Number of Mini-Parks maintained within L&L's	16	16	16
Number of City Parks Maintained (Regular service; excluding irrigation management)	37	37	37
Number of miles of Trails Maintained	34	36	36
Number of open space acres maintained within the L&L/CFDs	220	220	400
Number of irrigation controllers within the L&L/CFDs	148	148	236
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	10	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	2	2	2
Number of L&L inquiries handled from City Assist	10	10	12

**Key Issues**

- Identify opportunities to install unique art pieces and working with the community to increase public art installations.
- Identity and analyze opportunities to increase Zoo awareness, attendance and local tourism.
- Funding and completion of ADA upgrades. Meeting the revised ADA standards for swimming pool accessibility and the related equipment costs.
- Dry water year water conservation and irrigation program refinement in parks and L&L landscape areas.
- HVAC equipment replacement on City Hall, PD, and Community Center; aging equipment and impending EPA regulations on R-22 Freon usage



- Complete the Parks and Recreation Master Plan Implementation Plan Update, and complete the Nexus Study for Park Impact Fee analysis.
- Update the Parks Renovation Master Plan.
- Advanced planning and coordination for parks and trails for the Folsom Area Specific Plan.
- Update the Bicycle Master Plan to be eligible for future State grant funding.
- Identify and secure matching funds for future grant opportunities.
- Trail planning along the JPA corridor; integrating trails and trains.
- Protecting city assets (such as copper/metals, artwork) to reduce unrecoverable financial burdens to General Fund and/or L&L budgets.

### ***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**

<b>Position</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>FY 2012-13 Proposed</b>
<b>P &amp; R Administration</b>					
Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	2.00	2.00	2.00	2.00
Marketing and Graphics Coordinator	-	1.00	-	1.00	-
Marketing and Graphics Coordinator - PPT	-	-	-	-	0.50
Office Assistant I/II	-	2.00	1.00	1.00	-
Senior Management Analyst	1.00	1.00	1.00	1.00	1.00
Senior Office Assistant	-	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>3.00</b>	<b>8.00</b>	<b>6.00</b>	<b>7.00</b>	<b>5.50</b>
<b>Park Maintenance</b>					
Maintenance Specialist	9.00	5.00	5.00	4.00	4.00
Maintenance Supervisor	2.00	1.00	1.00	1.00	-
Maintenance Worker I/II	3.00	2.00	-	1.00	1.00
Parks Maintenance Manager	-	-	-	-	1.00
Senior Maintenance Worker	2.00	2.00	2.00	2.00	2.50
Senior Office Assistant	1.00	-	-	-	-
<b>Subtotal</b>	<b>17.00</b>	<b>10.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.50</b>
<b>Park Development</b>					
Park Planner I/II	1.00	-	-	1.00	-
Park Planner I/II - Limited Term	-	1.00	-	-	-
Park Planning Manager	1.00	1.00	1.00	1.00	-
Senior Park Planner	-	-	-	-	1.00
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</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>

Position	FY	FY	FY	FY	FY
	2008-09 Approved	2009-10 Approved	2010-11 Approved	2011-12 Approved	2012-13 Proposed
<b>Zoo</b>					
Assistant Zookeeper/Zookeeper I - PPT	1.90	0.60	0.60	0.60	-
Assistant Zookeeper/Zookeeper I	3.00	3.00	3.00	3.00	4.00
Cashier - PPT	0.60	0.60	0.60	0.60	-
Lead Zookeeper	-	-	-	-	1.00
Zoo Education Coordinator I/II	2.00	-	-	-	-
Zoo Education Coordinator I/II - PPT	0.80	-	-	-	-
Zoo Gift Shop Coordinator - PPT	0.70	-	-	-	-
Recreation Coordinator I - Limited Term	-	1.00	1.00	1.00	-
Recreation Coordinator I - PPT	-	-	-	-	0.70
Zoo Manager	1.00	0.80	0.80	0.80	-
Zoo Supervisor	1.00	1.00	1.00	1.00	0.80
Zookeeper II	1.00	1.00	1.00	1.00	-
Zookeeper II - PPT	0.80	0.80	0.80	0.80	-
<b>Subtotal</b>	<b>12.80</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>6.50</b>
<b>Aquatics</b>					
Recreation Coordinator II	0.75	0.50	0.50	0.50	-
Recreation Manager	-	-	-	-	0.50
Recreation Supervisor	0.25	0.50	0.50	0.50	0.50
Senior Maintenance Worker	1.00	1.00	-	-	0.50
Senior Office Assistant	1.00	-	-	-	-
Senior Recreation Coordinator	1.00	0.75	0.75	0.75	0.75
<b>Subtotal</b>	<b>4.00</b>	<b>2.75</b>	<b>1.75</b>	<b>1.75</b>	<b>2.25</b>
<b>Community Center</b>					
Maintenance Worker I/II	2.00	1.00	1.00	-	-
Recreation Supervisor	0.75	0.50	0.50	-	-
Senior Building Tradesworker	1.00	1.00	-	-	-
Senior Recreation Coordinator	1.00	1.00	1.00	-	-
<b>Subtotal</b>	<b>4.75</b>	<b>3.50</b>	<b>2.50</b>	<b>0.00</b>	<b>0.00</b>
<b>Recreation Administration/Marketing</b>					
Administrative Assistant	1.00	-	-	-	-
Marketing and Graphics Coordinator	1.00	-	-	-	-
Office Assistant I/II	2.00	-	-	-	-
Recreation Manager	1.00	-	-	-	-
Senior Recreation Coordinator	0.50	-	-	-	-
<b>Subtotal</b>	<b>5.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Position	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved	FY 2012-13 Proposed
<b>Community &amp; Cultural Services / Community Facilities</b>					
Community & Cultural Services Manager	-	-	-	1.00	1.00
Recreation Coordinator I	-	-	-	2.00	2.00
Recreation Coordinator II	-	-	-	2.00	1.00
Recreation Supervisor	-	-	-	1.50	1.00
Senior Recreation Coordinator	-	-	-	1.25	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>7.75</b>	<b>6.00</b>
<b>Recreation Cultural/Community Services</b>					
Community & Cultural Services Manager	1.00	1.00	1.00	-	-
Marketing and Graphics Coordinator	1.00	-	-	-	-
Recreation Coordinator I	1.00	2.00	2.00	-	-
Recreation Coordinator II	2.00	2.00	2.00	-	-
Recreation Coordinator I/II - PPT	0.75	-	-	-	-
Recreation Supervisor	1.00	1.00	1.00	-	-
Senior Recreation Coordinator	1.00	0.25	0.25	-	-
<b>Subtotal</b>	<b>7.75</b>	<b>6.25</b>	<b>6.25</b>	<b>0.00</b>	<b>0.00</b>
<b>Recreation / Sports Complex</b>					
Recreation Coordinator I	-	-	-	2.00	2.00
Recreation Coordinator II	-	-	-	0.50	-
Recreation Manager	-	-	-	1.00	0.50
Recreation Supervisor	-	-	-	1.00	0.50
Senior Recreation Coordinator	-	-	-	2.00	2.25
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.50</b>	<b>5.25</b>
<b>Recreation Sports</b>					
Recreation Coordinator I	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	-	-
Senior Recreation Coordinator	1.00	0.70	0.70	-	-
<b>Subtotal</b>	<b>4.00</b>	<b>4.55</b>	<b>4.30</b>	<b>0.00</b>	<b>0.00</b>
<b>Recreation and Teen Center</b>					
Maintenance Worker I/II	1.00	1.00	-	-	-
Recreation Coordinator I	0.25	0.60	0.60	-	-
Recreation Coordinator II	2.00	1.05	1.30	-	-
Senior Recreation Coordinator	0.50	1.30	1.30	-	-
<b>Subtotal</b>	<b>3.75</b>	<b>3.95</b>	<b>3.20</b>	<b>0.00</b>	<b>0.00</b>

Position	FY	FY	FY	FY	FY
	2008-09 Approved	2009-10 Approved	2010-11 Approved	2011-12 Approved	2012-13 Proposed
<b>Facility Services</b>					
Facilities Maintenance Supervisor	-	-	1.00	1.00	1.00
Maintenance Worker I/II	-	-	1.00	-	-
Senior Building Tradesworker	-	-	2.00	2.00	2.00
Senior Maintenance Worker	-	-	1.00	1.00	-
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>5.00</b>	<b>4.00</b>	<b>3.00</b>
<b>Municipal Landscaping</b>					
Lighting & Landscape District Manager	-	-	1.00	1.00	1.00
Maintenance Specialist	-	-	3.00	3.00	2.00
Maintenance Supervisor	-	-	1.00	1.00	1.00
Maintenance Worker I/II	-	-	1.00	1.00	-
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>	<b>6.00</b>	<b>4.00</b>
<b>Total</b>	<b>65.55</b>	<b>50.80</b>	<b>53.80</b>	<b>52.80</b>	<b>43.00</b>

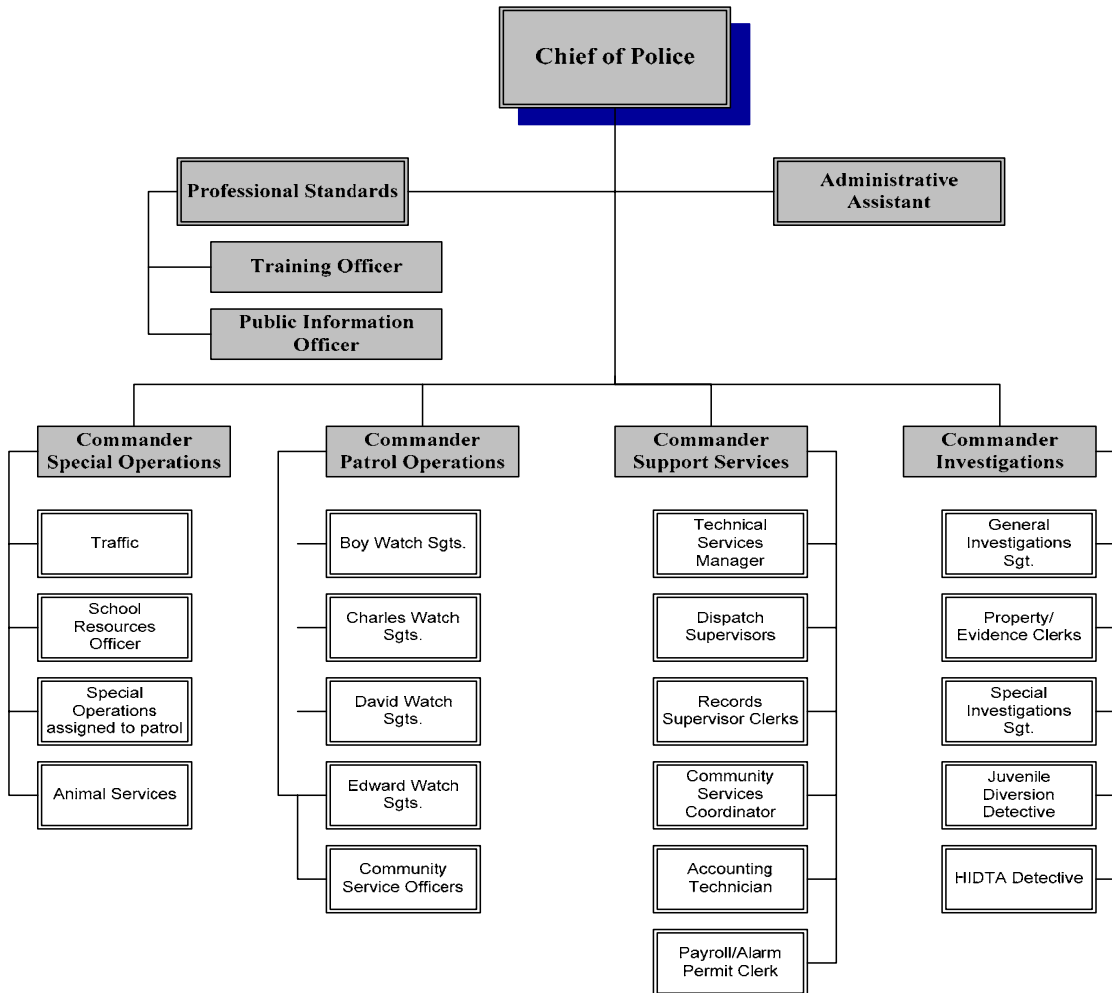
**Major Contracts** (over \$25,000)

Municipal Maintenance	\$332,000
Landscaping & Lighting Maintenance	\$282,180
Recreation Instructors	\$127,269
Sports Officials & FCUSD facility fees	\$224,150
Sports Instructors	\$ 149,162

**New or Replacement Vehicles**

None
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# *Police*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Strategies
- ▶ 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.

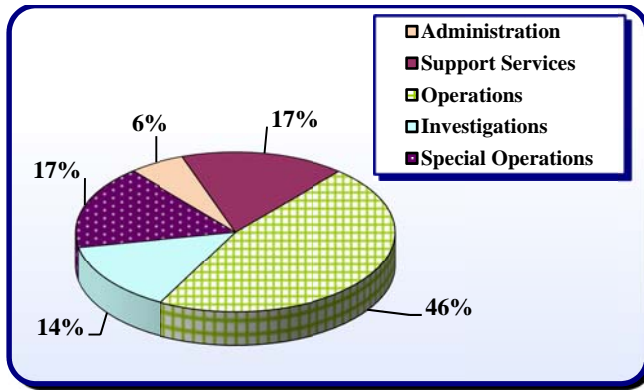
We will:

- 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

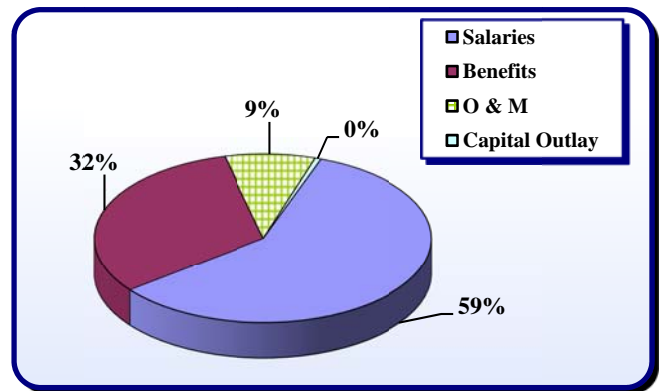
**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 12-13 Budget</b>
Salaries	\$9,948,437	\$9,564,034	\$9,643,026	\$10,062,791	5.21%
Benefits	\$5,338,093	\$5,554,686	\$5,700,549	\$5,415,014	-2.51%
Operation & Maintenance	\$1,723,933	\$1,472,199	\$1,963,074	\$1,491,958	1.34%
Capital Outlay	\$259,284	\$350,000	\$312,009	\$100,000	-71.43%
<b>Total</b>	<b>\$17,269,747</b>	<b>\$16,940,919</b>	<b>\$17,618,658</b>	<b>\$17,069,763</b>	<b>0.76%</b>
Administration	\$1,549,886	\$1,024,377	\$1,537,410	\$981,275	-4.21%
Support Services	\$2,419,491	\$2,736,082	\$2,759,081	\$2,838,126	3.73%
Operations	\$10,640,896	\$7,708,210	\$8,106,500	\$7,926,084	2.83%
Investigations	\$2,493,502	\$2,456,980	\$2,392,683	\$2,429,001	-1.14%
Special Operations	\$165,971	\$3,015,270	\$2,818,517	\$2,895,277	-3.98%
<b>Total</b>	<b>\$17,269,747</b>	<b>\$16,940,919</b>	<b>\$17,614,190</b>	<b>\$17,069,763</b>	<b>0.76%</b>
<b>Funding Source</b>					
Program Revenue	\$491,993	\$464,000	\$413,622	\$432,432	-6.80%
Grants	\$566,862	\$0	\$382,338	\$0	0.00%
Recoveries	\$308,406	\$237,800	\$318,173	\$20,000	-91.59%
Inter-Fund Transfers	\$380,419	\$258,242	\$282,515	\$160,000	-38.04%
General Fund	\$15,522,066	\$15,980,877	\$16,222,009	\$16,457,331	2.98%
<b>Total</b>	<b>\$17,269,747</b>	<b>\$16,940,919</b>	<b>\$17,618,658</b>	<b>\$17,069,763</b>	<b>0.76%</b>
Full-Time Positions	103.50	103.00	103.00	98.00	-4.85%
Part-Time Positions	0.00	0.50	0.50	0.50	0.00%

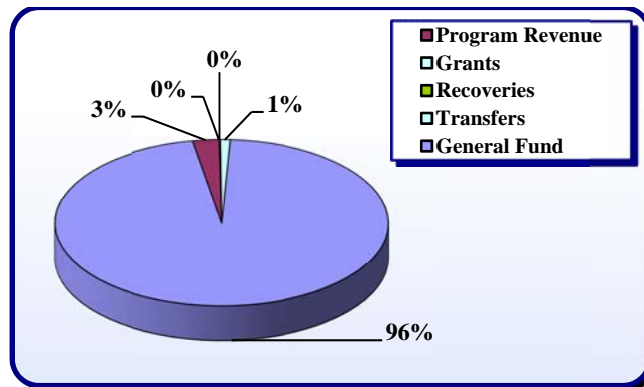
**Department by Divisions**



**Department Expenditure by Category**



**Department Funding Sources**



**Program Information**

**Administration**

**\$981,275**

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****\$2,838,126**

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 Police Communications Center is the Primary Public Safety Answering point (PSAP) for the City of Folsom. All emergency calls, whether necessitating a Police or Fire Department response, come first to the Police Department's Communication Center. Police Dispatchers then ascertain basic information and transfer fire or medical calls to the Regional County Fire Dispatch Center.

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 greets 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 Report (UCR) that is a summary based reporting system that includes our crime data. This document is mandated by the California Attorney General's Office to be produced to the Department of Justice and must be submitted by the 10th of every month. 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****\$7,926,084**

The Patrol Operations Division consists of a division commander, seven sergeants, and 43 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. 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 five 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. Although officers patrol in marked patrol cars most of the time, it is not uncommon for them to drive unmarked police cars in areas experiencing an increase in criminal activity. Good old fashioned foot patrol is still put to use to patrol parks, businesses, apartment complexes, and other areas of the city. 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 truck 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. Two community service officers assist patrol by taking report calls that are not in progress and lack known suspects. 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. We believe it is a duty to serve and an honor to protect.

**Special Operations****\$2,895,277**

The Special Operations Division is comprised of the Traffic Bureau, Animal Services Unit, Bicycle Patrol Unit, School Resource Unit, Canine Unit, Mounted Enforcement Unit, SWAT (Special Weapons and Tactics Team), CINT (Critical Incident Negotiations Team), Honor Guard, and other ancillary assignments. Fleet and the Emergency Operation Center also fall under the responsibilities of the Special Operations Division Commander. The Special Operations Division supplements the Patrol Operations Division with officers trained and prepared for abnormal or critical incidents.

The Traffic Unit is staffed with a Special Operations Sergeant and five Motor Officers. This Unit has been reduced by three officers over the past year with the elimination and reassignment of one Motor Officer, the Commercial Enforcement Officer, and the DUI Officer to supplement patrol staffing. This Unit is responsible traffic accident documentation, traffic law enforcement and education, and special event coordination. Annually, they direct the Every 15 Minute program at one of the two high schools and manage grants from the Office of Traffic Safety.

In addition to the Traffic Unit, the Special Operations Sergeant supervises the School Resource Officers. Through grant funding and a partnership with the Folsom Cordova School District, the Police Department brought back the School Resource Officer program this year. One SRO is assigned to each of the high schools. To date the program has been well-received by students and school administrators.

The Animal Services Unit is supervised by the Professional Standards Sergeant. One Animal Control Officer responds to almost all animal related calls for services in the City and coordinates rescues, seizures, and clinics with Blue Ravine Animal Hospital.

The Department has three police service dogs in the Canine Unit and four horses in the Mounted Enforcement Unit. The Canine Unit is a full-time assignment, while the Mounted Enforcement Unit is utilized during special events or ceremonies. Both units conduct numerous demonstrations of the animals' abilities at schools, hospitals, and public venues. They also arrange competitions designed to challenge their law enforcement partners and again show off to the public the extensive training and tasks the animals and their handlers must perform.

The SWAT and CINT (negotiators) teams are ancillary part-time assignments. There are 14 SWAT members and 4 CINT members. Each team trains monthly to maintain a high level of competency. The SWAT team is used for high risk incidents such as search or arrest warrants on known violent offenders. CINT members often respond with the SWAT team to provide negotiations to peacefully resolve a situation.

### **Investigations**

**\$2,429,001**

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, the Sacramento County Crime Lab, The California Department of Justice, as well as other Sacramento area law enforcement agencies and community resources (the Domestic Violence Intervention Center, the Bridging Evidence Assessment & Resources (BEAR) Center, etc.). 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, domestic violence, 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.

### **FY 2012–13 Strategies**

The Police Departments budgetary actions are designed to preserve current filled sworn staffing position levels and maintain effective balance of Police services by:

- Achieving modest reallocation of personnel/workload assignments.
- Eliminating 1.0 Sergeant (vacant) and 3.0 Officer positions (vacant)
- Reducing administrative staff by 1.0 Account Technician position

- Readjusting fleet mileage trigger for vehicle replacement from 75,000 to 110,000 (within acceptable industry standards)
- Continuing to provide quality, necessary training but reducing costs by use of free, online POST Learning Portal.

## **FY 2011–12 Accomplishments**

### **Administration**

- Involved in AB109/Realignment discussions—worked with regional Chiefs regarding education and local preparation in response to the changes AB109 brings
- Created a Chief’s Advisory Committee comprised of representatives from all segments of the Department to serve as an Advisory Board to the Chief regarding issues important to the organization
- Continued Career Succession Plan to train, coach, mentor, and develop future leaders
- Continuing the implementation of the Master Training Plan
- Held first Police Department Open House at the Department which attracted several hundred citizens who toured the Department, met various Division staff members, and engaged in question/answer sessions
- Completed POST hosted, off-site Strategic Planning Workshop with representatives from all sections of the Department to discuss organizational direction for the next 3 to 5 years

### **Support Services**

- Answered 97% of 9-1-1 calls in 10 seconds or less
- 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
- Continued the 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
- Despite staffing reductions, we were still able to provide front counter service 4 days a week
- Managing and utilizing the CAPS volunteers in bureaus where staffing reductions have occurred in order to assist with increased workload
- Established a Technology Review Committee to gather all current technology needs and set one, holistic approach to importing and implementing new technology that complements and supports our primary mission

### **Patrol Operations**

- Implemented “Coffee with a COP” program where Patrol and Administration attend community meetings
- Participated in on-going neighborhood watch meetings as needed through the CAPS Program
- Utilized ETS bait in an attempt to reduce property crime
- Obtained a 37mm less-lethal impact weapon and trained all sworn personnel
- Obtained CBRN gas masks through grant monies and trained all sworn personnel
- All sworn personnel attended EVOC training
- Established a Tactical Review Committee to review internal and external incidents and track trends in law enforcement to adjust training and policy as needed



**Special Operations**

- Conducted 6 bicycle rodeos and helmet giveaways at local elementary schools
- Hosted and coordinated motor competition that drew approximately 25 different agencies
- Hosted and coordinated a canine competition that drew approximately 20 different agencies
- Obtained a grant from the Office of Traffic Safety targeting DUI enforcement and education
- Replaced 9 aging patrol vehicles from the current fleet and auctioned in excess of 8 non-serviceable vehicles which provided money back to the General Fund
- Through a partnership with the FCUSD, we reinstated the School Resource Officer Program with 2 sworn officers

**Investigations**

- 36% of assigned cases cleared in 30 days or less
- 29% of cases assigned to the Criminal Investigation Bureau are cleared by arrest
- 25 community presentations on narcotics, alcohol and fraud crimes
- The Criminal Investigations Division worked with the City Attorney’s Office and Planning Department to add Chapter 17.114 to Title 17 of the Folsom Municipal Code pertaining to Marijuana Cultivation within the City limits. This ordinance was adopted following its final reading on January 10, 2012, and became enforceable on February 10, 2012. The ordinance requires all Marijuana cultivation to be indoors and permitted.
- The Criminal Investigations Division has been working with the Domestic Violence Intervention Center (DVIC) to provide counseling resources to Folsom families experiencing domestic violence. Our goal is to establish Domestic Violence Response Teams that will respond with our officers to families that are currently experiencing a family crisis. The ultimate goal is to utilize enforcement, education and counseling to eliminate family violence in our communities.
- The Criminal Investigations Division was once again successful in their bid to obtain grant funding from the California State Dept. of Alcoholic Beverage Control (ABC). This grant provided funding for alcohol licensee education, 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 investigative equipment.
- Established a regional partnership and intelligence sharing related to copper wire thefts resulting in the identification and arrest of at least 14 suspects involving 5 organized recycle theft groups within the City of Folsom and an additional 10 suspects involving 4 organized recycle theft groups within the region. This has resulted in a significant reduction in the theft of recyclable materials within the City of Folsom. We will continue to work with our regional partners to establish a recycled materials database in order to track the sale of recyclable materials in the greater Sacramento region.

**FY 2012–13 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Answer 90% of landline and cellular 9-1-1 calls within three rings.	97.6%	97.5%	97.0%

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

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Reduce 1 <sup>st</sup> and 2 <sup>nd</sup> unit response time to emergency calls	1 <sup>st</sup> - 6 min. 30 seconds 2 <sup>nd</sup> – 9 min. 50	1 <sup>st</sup> – 6 min. 50 seconds 2 <sup>nd</sup> – 9 min. 30	1 <sup>st</sup> – 7 min. 23 seconds 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 2010-11	Projected 2011-12	Budget 2012-13
Data entry of crime reports	Within 1day	Within 14 day	Within 14 days

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

**Customer Service Performance Indicator 4:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Data entry of citations	Within 45 days	Within 15 days	Within 15 days

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

**Customer Service Performance Indicator 5:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Police reports released to the public	1,373	1,400	1,500

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

**FY 2012-13 Statistics / Workload Measures**

**Administration**

Statistics / Workload Measure	Actual 2010-11	Projected 2011-12	Budget 2012-13
Part 1 Violent Crime	368	300	350
Part 1 Property Crime	1,822	2,000	2,100

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



**Investigations**

<b>Statistics / Workload Measure</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Cases assigned for investigation	377	320	350
Felony arrests	133	155	210
Misdemeanor Arrests	44	40	85
Probation Searches	91	60	80
Community Presentations	29	25	20

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

**Operations**

<b>Statistics / Workload Measure</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Felony arrests	438	475	500
Misdemeanor Arrests	1,012	1020	1,050
Traffic Citations issued	9,939	9,950	11000
Traffic Collisions w/ injury	225	245	250
Traffic Collisions w/out injury	470	450	450

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

**Support Services**

<b>Statistics / Workload Measure</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Calls for Service	68,219	66,000	67,000
Reports processed	5,511	5,600	5,700
Number of 911 calls	19,031	20,000	21,000
Telephone transactions	103,993	104,000	104,500

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

**Support Services**

- Review and update Communications Center Procedural Manual
- Ability to provide accurate crime statistics and analysis
- Procurement of new CAD/RMS system with implementation

**Patrol Operations**

- Examine alternatives for reducing the second unit's response time on priority calls for service.
- Adopt new schedule for patrol shifts to mitigate further reductions in staffing, while striving to maintain comparable service levels to the community

- Continue use of electronic tracking systems to help deter property crimes.

### **Special Operations**

- Continue to maintain School Resource Officer Program through grant funding and a partnership with FCUSD
- Reduce injury collisions through enforcement and education efforts
- Increase animal licensing compliance by 10%
- Coordinate drug detecting police dog use at Folsom high schools
- Develop a training curriculum for officers holding special assignments

### **Investigations**

- Identify ways to maintain current investigative service levels with the reduction and/or closure of State/County law enforcement resources
- Continue to search for ways to overcome the loss of our ability to utilize crime analysis to identify crime patterns
- Establish a new Youth Services Detective position to focus on juvenile crimes and institute a Juvenile Diversion Program in Folsom
- Find new ways to reduce the theft of recyclable materials in the City of Folsom

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

#### **Administration**

- Identify possible service impacts as a result of further budget reductions
- Evaluate funding opportunities for necessary CAD/RMS replacement and maintenance
- Identify funding options for crime analysis and communications repairs, systems maintenance
- Stay vigilant and involved with the outcome and impacts of AB109 in our community
- Implement succession planning and leadership development

#### **Support Services**

- Continue to implement the Master Training Plan to determine mandatory and essential training to develop employees
- Continue community outreach on crime prevention awareness
- Create a CIP to fund future fleet and radio replacement needs

#### **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

#### **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
- Traffic related issues/calls for service relating to SOI

#### **Investigations**

- Identifying and securing grant funding to maintain the CID's current level of service

- The City of Folsom has experienced a significant increase in the theft of recyclable materials (copper wire/piping, brass fixtures, etc.). The CID will need to develop new strategies and improve upon existing strategies in order to reduce the theft of recyclable materials.
- The continuing reduction and/or elimination of law enforcement resources in the State of California and in the Sacramento Region are placing greater burdens on the CID.
- In October 2011, the State of California implemented the California State Prison Realignment plan (AB109). This plan realigns how and where inmates serve custody time and will remand many of them to local, county jails who would have otherwise gone to state prisons. This, along with a drastic decrease in offenders being placed on parole and more being placed on probationary status, decreases the effective tools local law enforcement officers have relied upon to combat crime and criminals within their cities. While the impacts of AB109 remain to be seen, many anticipate a rise in crime as an inevitable outcome. Folsom has experienced a rise in its Part I crime of 1% in 2011 as compared to 2010. In this region, there was no funding associated with AB109 given to local law enforcement agencies to help mitigate this increase in work load.
- Continue to impact drug activity in the City that preys on a young adult victim age group of 17 to 30, a 19.7% increase from 2010 to 2011.

**Position Information**

<b>Position</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>FY 2012-13 Proposed</b>
<b>Police Administration</b>					
Police Chief	1.00	1.00	1.00	1.00	1.00
Accounting Technician I/II	1.00	1.00	1.00	-	-
Administrative Assistant	-	-	-	1.00	1.00
Executive Assistant I	1.00	-	-	-	-
Electronics and Communications Engineer	1.00	1.00	-	-	-
Police Captain	2.00	2.00	1.50	-	-
Police Lieutenant	1.00	-	-	-	-
Police Officer	-	1.00	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>7.00</b>	<b>5.50</b>	<b>4.00</b>	<b>4.00</b>

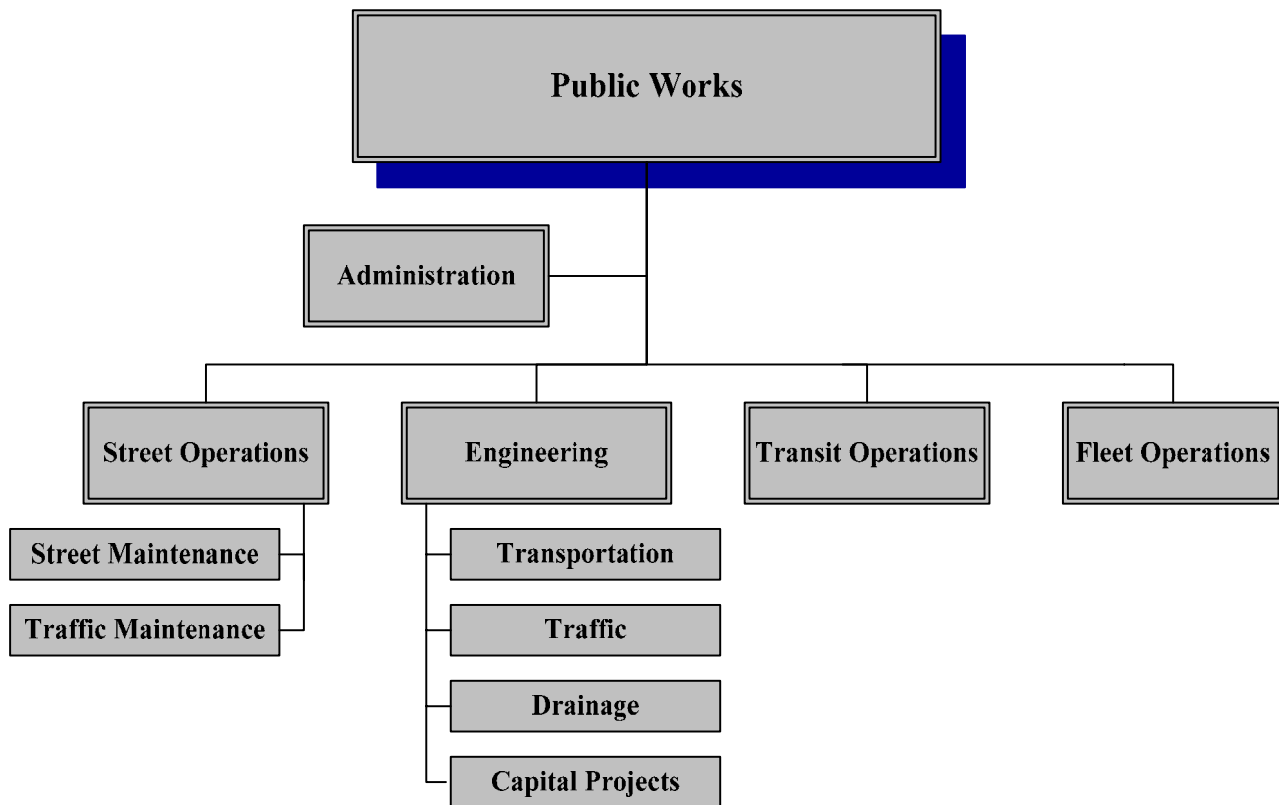
Position	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved	FY 2012-13 Proposed
<b>Support Services</b>					
Police Commander	-	-	-	1.00	1.00
Accounting Technician I/II	-	-	-	1.00	-
Communications Supervisor	2.00	2.00	2.00	2.00	2.00
Dispatcher I/II	14.00	12.00	12.00	12.00	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>19.50</b>	<b>19.00</b>	<b>21.50</b>	<b>20.50</b>
<b>Operations</b>					
Police Commander	-	-	-	1.00	1.00
Community Service Officer	3.00	3.00	2.00	2.00	2.00
Mechanic - PPT	0.75	0.75	-	-	-
Police Lieutenant	2.00	3.00	2.00	-	-
Police Officer	57.00	54.00	50.00	39.00	38.00
Police Sergeant	9.00	9.00	9.00	7.00	6.00
<b>Subtotal</b>	<b>71.75</b>	<b>69.75</b>	<b>63.00</b>	<b>49.00</b>	<b>47.00</b>
<b>Investigations</b>					
Police Commander	-	-	-	1.00	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	9.00	9.00	10.00	9.00
Police Sergeant	3.00	2.00	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>16.00</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>
<b>Special Operations</b>					
Police Commander	-	-	-	1.00	1.00
Animal Control Officer	-	-	1.00	1.00	1.00
Police Officer	-	-	-	11.00	10.00
Police Sergeant	-	-	-	1.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>14.00</b>	<b>13.00</b>
<b>Total</b>	<b>120.25</b>	<b>112.25</b>	<b>103.50</b>	<b>103.50</b>	<b>98.50</b>

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

CLETS/CJIS Access	\$30,703
Janitorial Services	\$31,680
Jail Bookings	\$40,000
Backbone Operation Fee	\$78,875
Animal Shelter	\$59,300

**New or Replacement Vehicles**

Replacement Vehicles	\$100,000
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## *Public Works*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Strategies
- ▶ 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.)*

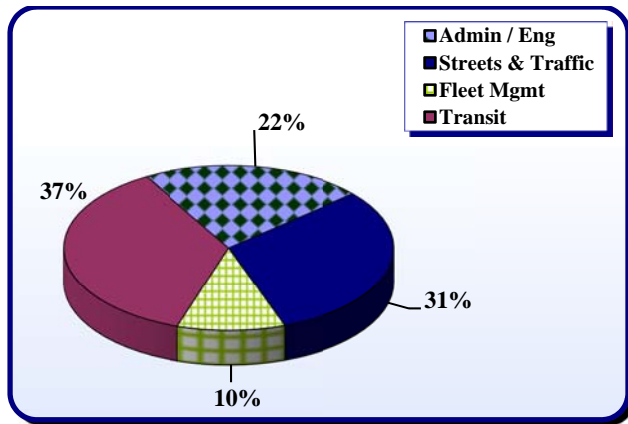
## Mission Statement

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.

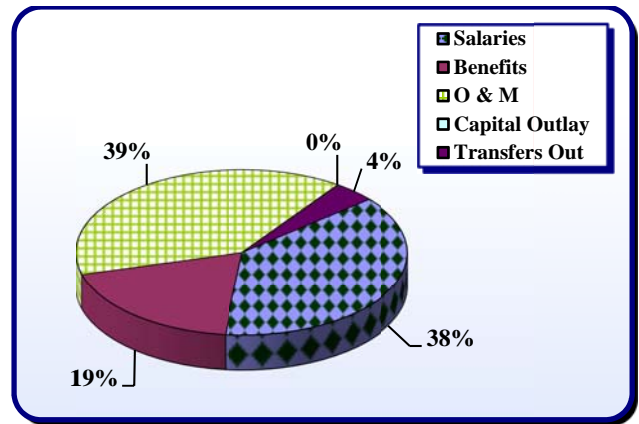
## Budget Summary (All Funding Sources)

<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$3,588,158	\$3,823,932	\$3,749,121	\$3,889,694	1.72%
Benefits	\$2,126,227	\$2,028,147	\$1,988,866	\$1,950,652	-3.82%
Operations & Maintenance	\$3,209,322	\$4,016,849	\$3,379,687	\$4,018,684	0.05%
Capital Outlay	\$32,157	\$0	\$41,108	\$0	0.00%
Transfers Out	\$369,312	\$371,809	\$361,164	\$424,031	14.05%
<b>Total</b>	<b>\$9,325,175</b>	<b>\$10,240,737</b>	<b>\$9,519,947</b>	<b>\$10,283,062</b>	<b>0.41%</b>
Administrative Engineering	\$1,834,524	\$2,328,483	\$1,925,479	\$2,250,628	-3.34%
Streets & Traffic Maintenance	\$3,049,378	\$3,468,491	\$3,223,342	\$3,186,174	-8.14%
Fleet Management	\$1,036,135	\$1,090,741	\$1,098,936	\$1,073,259	-1.60%
Transit	\$3,405,138	\$3,353,023	\$3,272,190	\$3,773,001	12.53%
<b>Total</b>	<b>\$9,325,175</b>	<b>\$10,240,737</b>	<b>\$9,519,947</b>	<b>\$10,283,062</b>	<b>0.41%</b>
<b>Funding Source</b>					
Shared State Revenue	2,454,246	2,776,506	2,790,869	3,121,673	12.43%
Program Revenues	\$2,154,769	\$698,381	\$1,771,262	\$616,089	-11.78%
Other Revenue	\$93,886	\$5,006	\$68,861	\$91,387	0.00%
Transportation Development Measure A	\$283,248	\$1,025,428	\$477,627	\$567,803	-44.63%
Gas Tax	\$757,873	\$1,531,000	\$1,155,500	\$1,251,930	-18.23%
Traffic Congestion Relief	\$0	\$0	\$360,974	\$0	0.00%
Light Rail	\$0	\$82,572	\$65,072	\$169,200	104.91%
Transit	\$0	\$115,020	\$40,020	\$158,860	38.12%
Drainage Capital	\$90,088	\$171,454	\$46,454	\$41,190	-75.98%
Redevelopment Capital Proj.	\$0	\$152,753	\$0	\$0	-100.00%
Tree Mitigation	\$374	\$28,000	\$28,000	\$40,000	42.86%
Utilities	\$17,190	\$186,234	\$235,630	\$174,592	-6.25%
Park Improvements	\$0	\$15,381	\$15,381	\$0	-100.00%
General Fund	\$3,281,663	\$2,169,666	\$1,372,557	\$1,673,715	-22.86%
Fund Balance	\$125,565	(\$46,870)	(\$224,450)	\$3,852	108.22%
Other Inter-Fund Transfers	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>9,325,175</b>	<b>10,240,737</b>	<b>9,519,947</b>	<b>10,283,062</b>	<b>0.41%</b>
Full-Time Positions	46.00	47.50	47.50	44.00	-4.35%
Part-Time Positions	8.75	8.00	8.00	8.00	0.00%

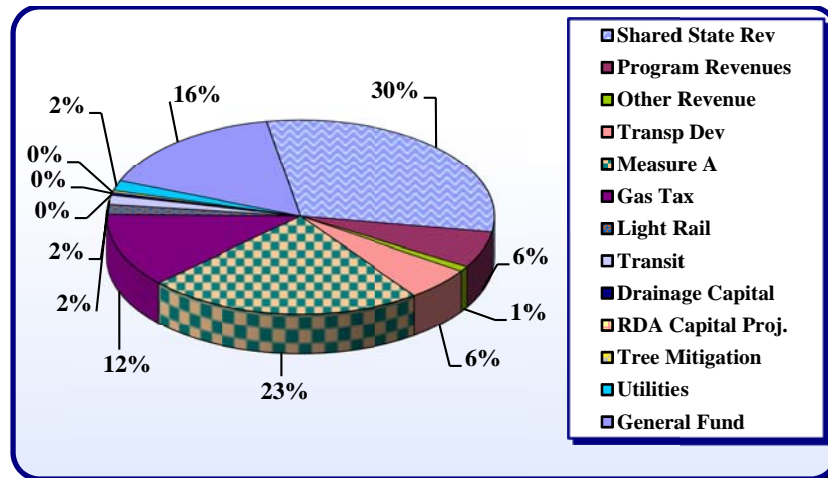
### Department by Divisions



### Department Expenditure by Category



### Department Funding Sources



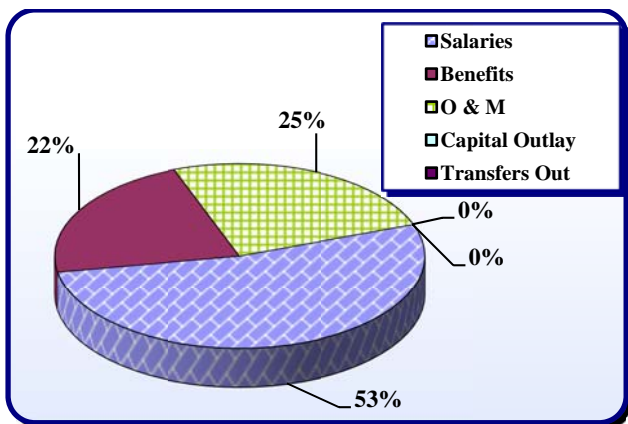


### Budget Summary of Administration / Engineering

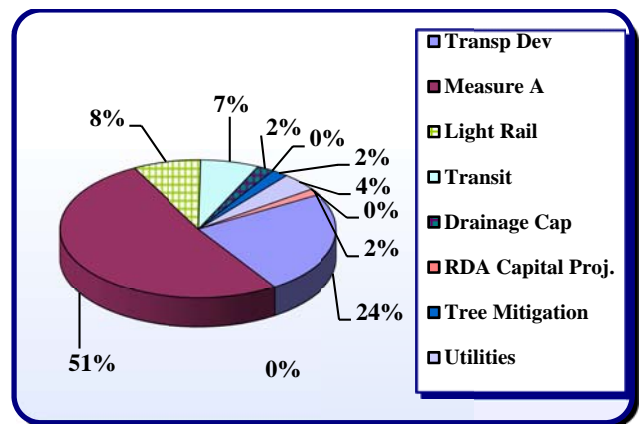
Expenditure	Actual FY 2010-11	Budget FY 2011-12	Projected FY 2011-12	Proposed FY 2012-13	Change From 11-12 Budget
Salaries	\$1,009,475	\$1,103,581	\$1,139,470	\$1,187,588	7.61%
Benefits	\$498,539	\$509,460	\$508,324	\$497,718	-2.30%
Operation & Maintenance	\$326,510	\$715,442	\$277,685	\$565,322	-20.98%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$1,834,524</b>	<b>\$2,328,483</b>	<b>\$1,925,479</b>	<b>\$2,250,628</b>	<b>-3.34%</b>

Funding Source	Actual	Budget	Projected	Proposed	Change From
Program Revenues	1,366,820	-	1,102,832	-	0.00%
Transportation Development	90,360	813,907	66,106	506,282	-37.80%
Measure A	-	811,128	515,835	1,080,237	33.18%
Gas Tax	7,500	-	-	150,500	0.00%
Traffic Congestion Relief	-	-	-	-	0.00%
Light Rail	-	65,072	47,572	169,200	160.02%
Transit	-	115,020	40,020	142,360	23.77%
Drainage Capital	90,088	171,454	46,454	41,190	-75.98%
Redevelopment Capital Proj.	-	152,753	-	-	-100.00%
Tree Mitigation	374	28,000	28,000	40,000	42.86%
Utilities	-	186,234	98,779	89,592	0.00%
Park Improvements	-	15,381	15,381	-	0.00%
General Fund	279,382	(30,466)	(35,500)	31,267	202.63%
Other Inter-Fund Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>1,834,524</b>	<b>2,328,483</b>	<b>1,925,479</b>	<b>2,250,628</b>	<b>-3.34%</b>

Department Expenditure by Category



Department Funding Sources

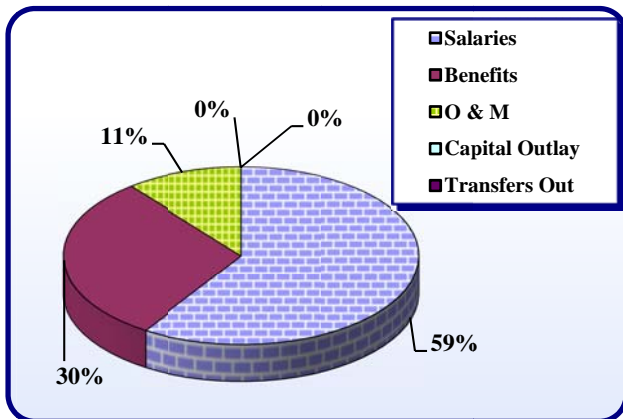


**Budget Summary of Fleet Management**

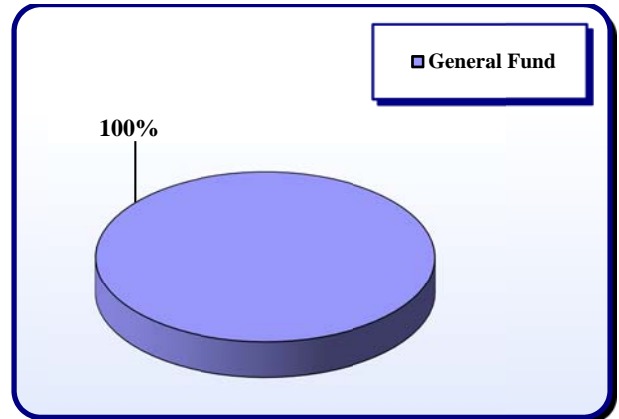
<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$590,059	\$630,081	\$655,418	\$634,770	0.74%
Benefits	\$343,415	\$345,162	\$338,540	\$322,991	-6.42%
Operation & Maintenance	\$102,662	\$115,498	\$104,978	\$115,498	0.00%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$1,036,135</b>	<b>\$1,090,741</b>	<b>\$1,098,936</b>	<b>\$1,073,259</b>	<b>-1.60%</b>

<b>Funding Source</b>					
Utilities	\$0	\$0	\$0	\$0	0.00%
General Fund	\$1,036,135	\$1,090,741	\$1,098,936	\$1,073,259	-1.60%
<b>Total</b>	<b>\$1,036,135</b>	<b>\$1,090,741</b>	<b>\$1,098,936</b>	<b>\$1,073,259</b>	<b>-1.60%</b>

**Department Expenditure by Category**



**Department Funding Sources**

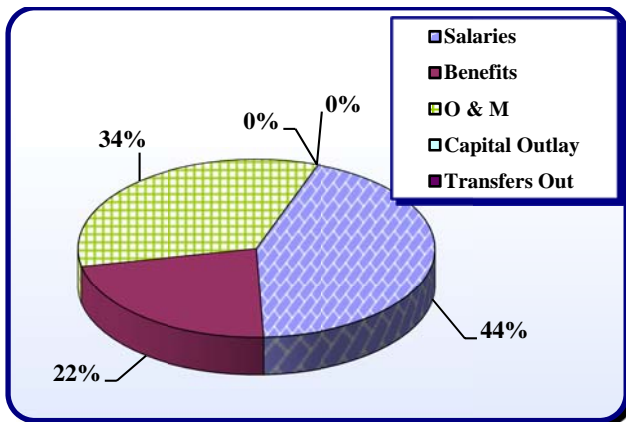


### Budget Summary of Signals, Traffic and Streets Maintenance

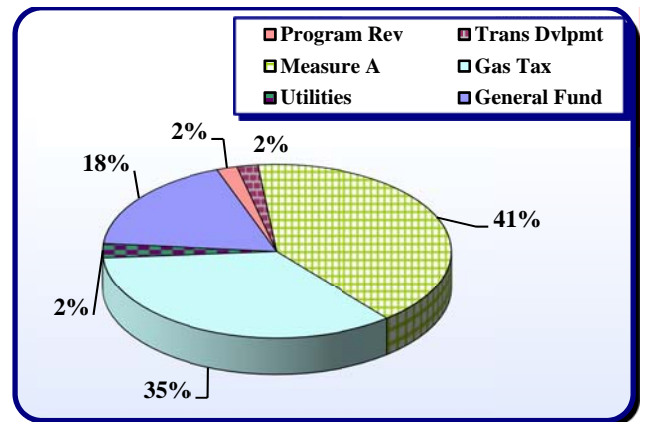
Expenditure	Actual FY 2010-11	Budget FY 2011-12	Projected FY 2011-12	Proposed FY 2012-13	Change From 11-12 Budget
Salaries	\$1,343,523	\$1,415,426	\$1,396,318	\$1,395,416	-1.41%
Benefits	\$815,832	\$781,468	\$778,340	\$714,048	-8.63%
Operation & Maintenance	\$890,023	\$1,271,596	\$1,007,575	\$1,076,709	-15.33%
Capital Outlay	\$0	\$0	\$41,108	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$3,049,378</b>	<b>\$3,468,491</b>	<b>\$3,223,342</b>	<b>\$3,186,174</b>	<b>-8.14%</b>

Funding Source	Actual FY 2010-11	Budget FY 2011-12	Projected FY 2011-12	Proposed FY 2012-13	Change From 11-12 Budget
Program Revenues	\$91,032	\$80,000	\$31,520	\$60,000	-25.00%
Transportation Development	\$192,888	\$211,521	\$411,521	\$61,521	-70.91%
Measure A	\$66,272	\$519,078	\$800,356	\$1,292,534	0.00%
Gas Tax	\$750,373	\$1,531,000	\$1,155,500	\$1,101,430	-28.06%
Traffic Congestion Relief	\$0	\$0	\$360,974	\$0	0.00%
Light Rail	\$0	\$17,500	\$17,500	\$0	-100.00%
Transit	\$0	\$0	\$0	\$16,500	0.00%
Drainage Capital	\$0	\$0	\$0	\$0	0.00%
Redevelopment Capital Proj.	\$0	\$0	\$0	\$0	0.00%
Tree Mitigation	\$0	\$0	\$0	\$0	0.00%
Utilities	\$17,190	\$0	\$136,851	\$85,000	0.00%
General Fund	\$1,931,623	\$1,109,392	\$309,120	\$569,189	-48.69%
Other Inter-Fund Transfers	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>3,049,378</b>	<b>3,468,491</b>	<b>3,223,342</b>	<b>3,186,174</b>	<b>-8.14%</b>

Department Expenditure by Category



Department Funding Sources

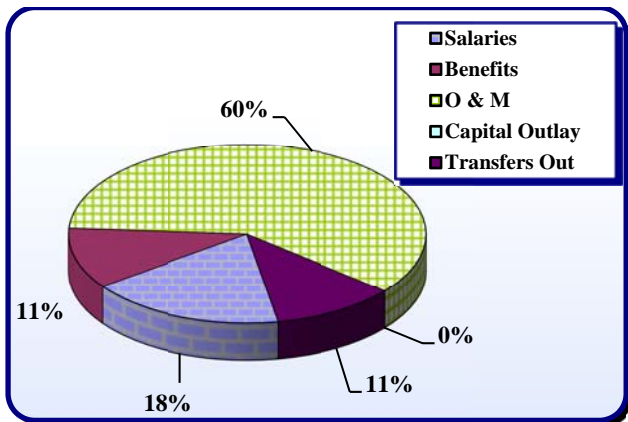


### Budget Summary of Transit

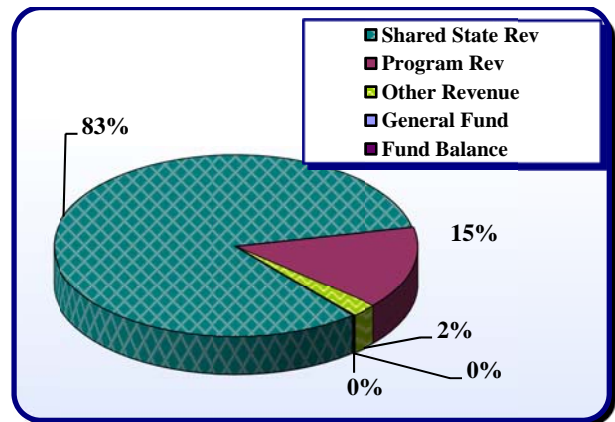
<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$645,101	\$674,844	\$557,914	\$671,920	-0.43%
Benefits	\$468,441	\$392,057	\$363,662	\$415,895	6.08%
Operation & Maintenance	\$1,890,127	\$1,914,313	\$1,989,450	\$2,261,155	18.12%
Capital Outlay	\$32,157	\$0	\$0	\$0	0.00%
Transfers Out	\$369,312	\$371,809	\$361,164	\$424,031	14.05%
<b>Total</b>	<b>\$3,405,138</b>	<b>\$3,353,023</b>	<b>\$3,272,190</b>	<b>\$3,773,001</b>	<b>12.53%</b>

<b>Funding Source</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Shared State Revenue	\$2,454,246	\$2,776,506	\$2,790,869	\$3,121,673	12.43%
Program Revenue	\$696,918	\$618,381	\$636,910	\$556,089	-10.07%
Other Revenue	\$93,886	\$5,006	\$68,861	\$91,387	1725.55%
General Fund	\$34,523	\$0	\$0	\$0	0.00%
Fund Balance	\$125,565	(\$46,870)	(\$224,450)	\$3,852	108.22%
<b>Total</b>	<b>\$3,405,138</b>	<b>\$3,353,023</b>	<b>\$3,272,190</b>	<b>\$3,773,001</b>	<b>12.53%</b>

Department Expenditure by Category



Department Funding Sources



## **Program Information**

### **Administration / Engineering \$2,250,628**

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; and fiscal, administration and clerical staff support for the Public Works Department.

### **Fleet Management \$1,073,259**

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 \$3,186,174**

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 \$3,773,001**

The Transit Division provides public transportation within the City of Folsom. These services include a fixed-route service and a Dial-A-Ride service for the elderly and disabled residents. The system supports Regional Transit's Light Rail system and major Folsom employment centers. This budget also includes contracting with Regional Transit to provide Light Rail service to Folsom.

## **FY 2012–13 Strategies**

The budgetary actions in regards to the Public Works Department are designed to preserve our capacity to initiate high-impact capital improvement projects by:

- Consolidating services through elimination of 1.0 Maintenance Worker, 1.0 Traffic control & Lighting Technician and 1.0 Safety Officer.
- Move 1.0 Mechanic to Solid Waste for better alignment of job duties

## **FY 2011–12 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
- Completed the Citywide Pavement Repair and ADA Improvement project which is funded through the American Recovery and Reinvestment Act of 2009
- Completed construction of the Sutter Street Streetscape Project
- Designed, bid, awarded, and constructed the Sutter Street Façade Improvements in conjunction with the Sutter Street Streetscape Project
- Bid, awarded, and constructed the Historic Folsom Station Project – Phase I
- 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 including completion of the Project Level Environmental Impact Report
- Completed construction of new traffic signal for Broadstone Parkway/Golf Links Drive intersection.
- Initiated bid process for construction of new traffic signal for East Natoma Street/Bowen 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
- Began work with Sacramento MS4 Permittees to collectively update the Stormwater Quality Design manual for the Sacramento region
- Completed a comprehensive revision of the Stormwater Management and Discharge Control Ordinance
- Developed and implemented strategies to meet the provisions of the new Water Quality Control Board Construction General Permit
- Assisted in completion of Quarry Truck Management Plan
- Secured funding and initiated construction of Folsom/Blue Ravine intersection improvements

### **Fleet Management**

- Achieved satisfactory rating for annual inspection of the Solid Waste Vehicles (with no recommendations)
- Continued to meet mandated program responsibilities
- 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 20,350 linear feet of storm drain pipe
- Provided temporary repair of 90% of potholes reported within two working days of notification.
- Repaired approximately 160 linear feet of concrete sidewalks
- Patch-paved approximately 525 tons (equal to approximately 43,000 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 two 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
- Continued to reduce the Dial-A-Ride program costs by encouraging ridership on the fixed route by elderly and disabled customers
- Encouraged group ridership at senior apartment and mobile home parks to reduce the cost of the Dial A Ride trips
- Implemented new fixed routes and route scheduling, reducing the dead-head for increased efficiency and reduced cost
- Continued to coordinate with Sacramento Regional Transit District regarding operation and funding of the Light Rail Gold Line

**FY 2012–13 Customer Service Levels**

**Customer Service Performance Indicator 1:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Respond to and perform temporary repair on all pothole requests within two working days of notification at least 95% of the time	90%	90%	90%

**Customer Service Performance Indicator 2:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
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 2010-11	Projected 2011-12	Budget 2012-13
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 2010-11	Projected 2011-12	Budget 2012-13
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 2010-11	Projected 2011-12	Budget 2012-13
Respond to Traffic-related service requests within two working days	90%	90%	90%

**Customer Service Performance Indicator 6:**

Performance Indicator	Actual 2010-11	Projected 2011-12	Budget 2012-13
Respond to Community Development Department requests for developer project engineering reviews within 20 calendar days at least 80% of the time	100%	100%	100%



**FY 2012–13 Statistics / Workload Measures****Administration / Engineering**

<b>Statistics / Workload Measure</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Number of Contracts/Amendments/POs processed	38	38	38
Number of new development projects reviewed	10	10	10
Number of traffic-related customer service requests received	105	135	135
Number of active construction sites requiring stormwater inspections	86	70	70
Number of hours of interdepartmental support for Economic Development	41	0	0
Annual Budget of Capital Improvement Projects managed	\$33,523,551	\$21,567,815	\$21,000,000

**Fleet**

<b>Statistics / Workload Measure</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Number of work orders completed	3,988	4,883	5,250
Number of vehicles repaired	3,207	4,168	4,338
Annual productive hours—all mechanics	7,700	9,579	9,780
Number of scheduled services	1,571	2,168	2,204

**Street Maintenance**

<b>Statistics / Workload Measure</b>	<b>Actual 2010-11</b>	<b>Projected 2011-12</b>	<b>Budget 2012-13</b>
Street maintenance work orders processed	961	950	970
Pavements work orders processed	205	370	470
Sidewalk work orders processed	6	12	12
Stream bed work orders processed (non-CDC)	3	4	4
Trees/vegetation work orders processed (non-CDC)	13	18	20
Special events work orders processed	10	10	10
Storm drain maintenance work orders processed	44	30	30
Corp Yard maintenance work orders processed	110	75	75
Bridge maintenance work orders processed	8	24	24
Work orders for other departments	51	80	100
CDC Right of Way maintenance work orders processed	n/a	140	140

**Traffic Maintenance**

Statistics / Workload Measure	Actual 2010-11	Projected 2011-12	Budget 2012-13
GPS/GIS Data Collection # of structures	1,800	2,000	2,000
Traffic Signal Inspections	198	198	202
Traffic Signal Repairs (non-accident related)	401	370	400
Traffic Signal Repairs (accident related)	5	7	10
Repaired streetlights	286	274	280
Signs replaced	117	124	130
New sign installations	147	142	150
Paint for striping (gallons)	160	120	120

**Transit**

Statistics / Workload Measure	Actual 2010-11	Projected 2011-12	Budget 2012-13
Fixed route ridership	51,438	54,000	54,000
Dial-A-Ride Ridership	10,212	10,300	10,300
Light Rail Ridership	739,024	760,000	760,000

**Key Issues**

- Continue to coordinate with the Department of the Army on the Folsom Lake Crossing to finalize environmental mitigation measures, secure funding and closeout the project
- Continue to work with Caltrans and SACOG to secure Federal Highway Bridge Program funding for the construction of the Orangevale Bridge Rehabilitation Project
- Complete final phase of the Historic Folsom Station Project
- Develop design and construct East Bidwell Street In-fill Roadway Improvements
- 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.

- 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 to work with Sacramento MS4 Permittees to collectively 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:
  - 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
- 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 the Green Valley Road Widening Project from E. Natoma Street to El Dorado County
- 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 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
- Develop a work plan to meet the requirements of the future NDPES Stormwater 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 HBP Project

**Fleet Management**

- Implement aging fleet replacement plan citywide.
- Continue to work on ongoing key issues from FY 12-13

**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**

- Implement a program to enhance its efforts to paint and do other cosmetic maintenance to the City's newly annexed roadways
- Continuing 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. In addition, the Traffic Division may implement a program to enhance its efforts to paint and do other cosmetic maintenance to the City's traffic signals

**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
- Prepare scheduling to accommodate the proposed discontinuance of all bus service provided by the Folsom Cordova Unified School District

**Position Information**

Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
<b>Administration</b>					
Public Works Director	1.00	1.00	1.00	0.50	0.50
Administrative Assistant	2.00	2.00	2.00	1.00	1.00
Associate Civil Engineer	2.00	2.00	2.00	2.00	3.00
Assistant Civil Engineer	-	-	-	1.00	1.00
Capital Project Manager	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	-	-	-	-
PW/Utilities Section Manager	-	-	-	2.00	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	1.00
<b>Subtotal</b>	<b>13.60</b>	<b>13.00</b>	<b>12.00</b>	<b>11.50</b>	<b>11.50</b>
<b>Fleet Management</b>					
Administrative Assistant	-	-	-	0.50	0.10
Combination Welder	1.00	1.00	-	-	-
Fleet Administrative Officer	1.00	-	-	-	-
Fleet Manager	1.00	1.00	-	-	-
Inventory Clerk	1.00	1.00	1.00	1.00	1.00
Mechanic - PPT	-	-	0.75	-	-
Mechanic	-	-	-	1.00	1.00
Mechanic II	7.00	7.00	6.00	6.00	5.00
Senior Equipment Mechanic	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>12.00</b>	<b>11.00</b>	<b>8.75</b>	<b>9.50</b>	<b>8.10</b>

Position	FY 2008-09 Approved	FY 2009-10 Approved	FY 2010-11 Approved	FY 2011-12 Approved	FY 2012-13 Proposed
<b>Streets</b>					
Maintenance Specialist	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I/II	9.00	6.00	5.00	5.00	4.00
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>12.00</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>
<b>Traffic Maintenance</b>					
Maintenance Specialist	3.00	3.00	3.00	3.00	3.00
Maintenance Worker I/II	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	3.00	3.00	3.00	3.00	2.00
Traffic Control Device Technician	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>
<b>Transit</b>					
Administrative Assistant	-	-	-	-	0.40
Office Assistant I/II	1.00	1.00	1.00	1.50	1.00
Office Assistant I/II - PPT	0.50	-	-	-	-
PW/Utilities Section Manager	-	-	-	1.00	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	-	-	-	-
Transit Chief	1.00	1.00	1.00	-	-
Transit Coordinator	1.00	1.00	0.50	1.00	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>13.00</b>	<b>13.00</b>	<b>13.50</b>	<b>13.40</b>
<b>Total</b>	<b>70.70</b>	<b>59.00</b>	<b>54.75</b>	<b>55.50</b>	<b>52.00</b>

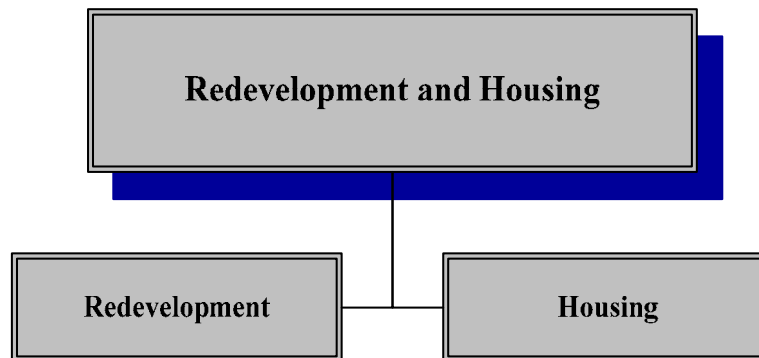
**Major Contracts** (over \$25,000)

Light Rail Operations & Maint	\$1,856,551
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**New or Replacement Vehicles**

None
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## *Redevelopment and Housing*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Strategies
- ▶ 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**

<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$448,063	\$370,193	\$234,517	\$0	-100.00%
Benefits	\$235,664	\$185,322	\$156,731	\$0	-100.00%
Operation & Maintenance	\$3,605,969	\$2,589,628	\$3,794,020	\$839,183	-67.59%
Capital Outlay	\$800,657	\$95,000	\$108,856	\$0	-100.00%
Transfers Out	\$4,274,752	\$6,260,657	\$7,260,657	\$5,972,394	-4.60%
<b>Total</b>	<b>\$9,365,104</b>	<b>\$9,500,800</b>	<b>\$11,554,780</b>	<b>\$6,811,577</b>	<b>-28.31%</b>

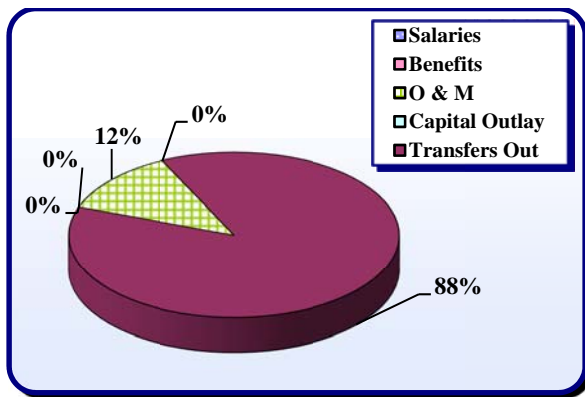
  

<b>Funding Source</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Program Revenue	\$31,021	\$50,000	\$100,000	\$0	-100.00%
Tax Increment	\$6,877,590	\$7,745,000	\$6,617,841	\$0	-100.00%
Property Tax	\$0	\$0	\$0	\$6,717,109	0.00%
Other Revenue	\$208,993	\$95,000	\$110,000	\$25,000	-73.68%
Fund Balance	\$2,155,864	\$1,610,800	\$4,726,939	(\$786,368)	-148.82%
Interfund Transfers	\$91,636	\$0	\$0	\$855,836	0.00%
<b>Total</b>	<b>\$9,365,104</b>	<b>\$9,500,800</b>	<b>\$11,554,780</b>	<b>\$6,811,577</b>	<b>-28.31%</b>

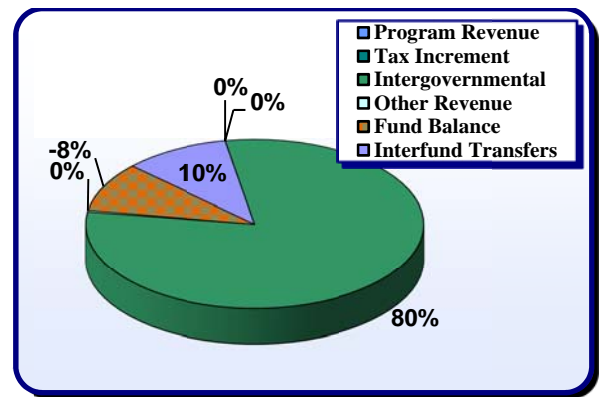
  

Full-Time Positions	5.50	5.00	5.00	0.00	-100.00%
Part-Time Positions	0.00	0.00	0.00	0.00	0.00%

**Department Expenditure by Category**



**Department Funding Sources**



## **Program Information**

### **Redevelopment & Housing**

**\$6,811,577**

The Folsom Redevelopment Agency was 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 was to provide a mechanism to plan and monitor affordable housing activity within the project area and the entire City.

In 2012 the California Supreme Court upheld the Governor's plan to dissolve all Redevelopment Agencies. In the FY 2012-13 budget and in future years this department budget will serve as the vehicle to receive the revenues from Sacramento County allocated to pay the outstanding debt service and other contractual obligations of the Folsom Redevelopment Agency.

## **FY 2012–13 Strategies**

Due to the California State action to dissolve Redevelopment Agencies all employees that worked in this department were moved to other areas within the City during FY12, however for FY13 several positions have been eliminated. These changes include:

- Eliminating 1.0 Senior Planner position (vacant), 1.0 Administrative Assistant, and .50 Marketing & Graphics Specialist
- Transfer 1.0 Tradesworker to Community Development and fund through CDBG
- Transfer 1.0 Engineer to Public Works
- Transfer 1.0 Senior Planner to Community Development and fund through Housing Trust and General Plan

## **FY 2011–12 Accomplishments**

- Advertised and received proposals and awarded project to St. Anton for Sibley Street Affordable Housing Project (84 units).
- Sutter Streetscape Improvements completed
- Preparation of Annual HCD report
- Over 400 Service calls for Seniors Helping Seniors program
- Monitoring of Affordable Housing Restrictions
- Monitoring of over 80 loans

**Position Information**

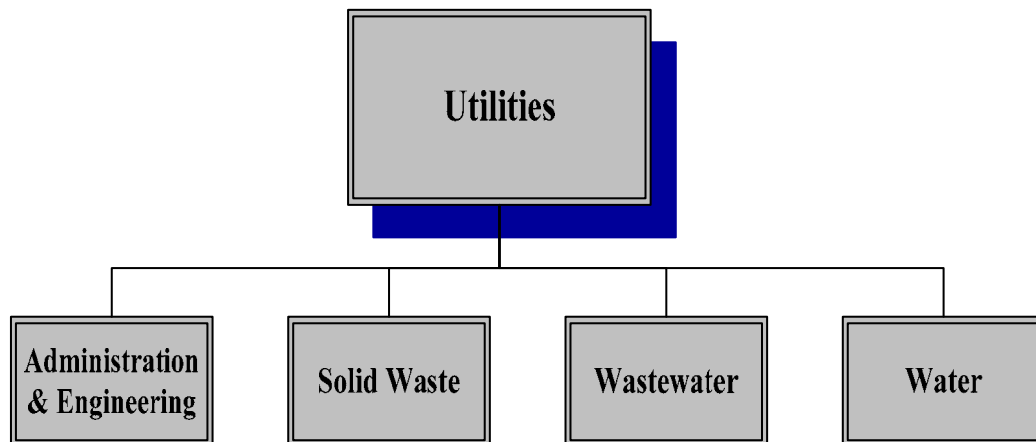
Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
Redevelopment and Housing Director	1.00	1.00	0.50	-	-
Administrative Assistant	1.00	1.00	1.00	1.00	-
Associate Civil Engineer	0.50	0.50	1.00	1.00	-
Associate Planner	-	-	-	0.50	-
Building Trades Worker	1.00	1.00	1.00	1.00	-
Construction Inspector I/II	1.00	-	-	-	-
Marketing and Graphics Coordinator	-	-	-	0.50	-
Principal Engineer	1.00	1.00	1.00	-	-
Principal Planner	1.00	1.00	1.00	-	-
Residential Programs Specialist	1.00	-	-	-	-
Senior Planner	-	-	-	1.00	-
<b>Total</b>	<b>7.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.00</b>	<b>0.00</b>

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

Owner Participation Agreements	\$460,000
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**New or Replacement Vehicles**

None
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## *Utilities*

- ▶ Mission Statement
- ▶ Budget Summary
- ▶ Program Information
- ▶ Strategies
- ▶ 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.)

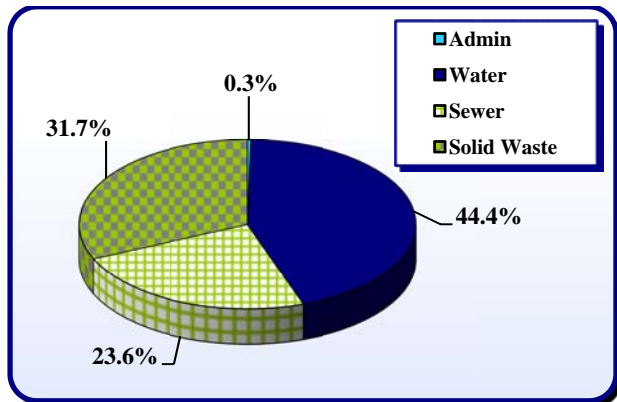
## Mission Statement

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.

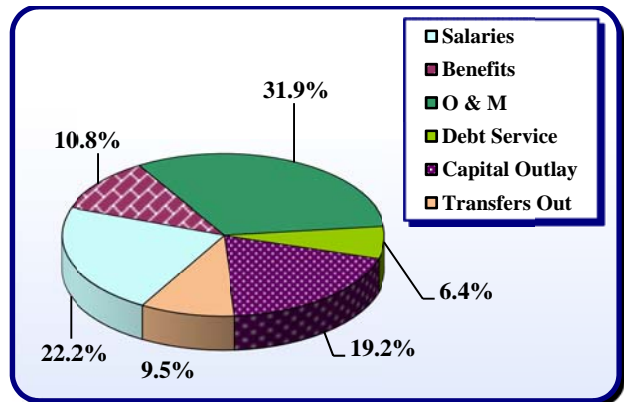
## Budget Summary (All Funding Sources)

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change From</b>
<b>Expenditure</b>	<b><u>FY 2010-11</u></b>	<b><u>FY 2011-12</u></b>	<b><u>FY 2011-12</u></b>	<b><u>FY 2012-13</u></b>	<b><u>11-12 Budget</u></b>
Salaries	\$6,221,093	\$6,786,295	\$6,404,428	\$7,114,401	4.83%
Benefits	\$3,682,522	\$3,485,892	\$3,390,251	\$3,457,619	-0.81%
Operation & Maintenance	\$8,057,536	\$9,749,966	\$8,929,954	\$10,242,482	5.05%
Debt Service	\$1,180,466	\$2,050,354	\$2,063,862	\$2,059,579	0.45%
Capital Outlay	\$3,184,318	\$2,150,000	\$2,794,025	\$6,160,000	186.51%
Transfers Out	\$3,217,585	\$3,294,305	\$3,294,305	\$3,040,540	-7.70%
<b>Total</b>	<b><u>\$25,543,520</u></b>	<b><u>\$27,516,812</u></b>	<b><u>\$26,876,824</u></b>	<b><u>\$32,074,621</u></b>	<b><u>16.56%</u></b>
Utilities Administration	\$105,095	\$99,141	\$80,590	\$104,376	5.28%
Water	\$11,021,370	\$12,646,329	\$11,822,984	\$14,226,964	12.50%
Wastewater	\$5,554,091	\$5,566,246	\$4,512,910	\$7,584,581	36.26%
Solid Waste	\$8,862,964	\$9,205,095	\$10,460,340	\$10,158,700	10.36%
<b>Total</b>	<b><u>\$25,543,520</u></b>	<b><u>\$27,516,812</u></b>	<b><u>\$26,876,824</u></b>	<b><u>\$32,074,621</u></b>	<b><u>16.56%</u></b>
<b>Funding Source</b>					
Water Revenues	\$11,675,486	\$12,373,000	\$12,231,673	\$13,163,912	6.39%
Water Meters	\$27,230	\$30,000	\$25,000	\$27,000	-10.00%
Wastewater Revenues	\$5,508,731	\$5,960,200	\$5,976,709	\$6,176,200	3.62%
Solid Waste Revenues	\$9,701,753	\$9,988,000	\$10,447,525	\$10,094,219	1.06%
Grant Revenues	\$40,736	\$51,500	\$79,525	\$0	-100.00%
Transfers In	\$105,095	\$99,141	\$80,590	\$104,376	5.28%
Fund Balance	<b>(\$623,148)</b>	<b>(\$987,099)</b>	<b>(\$434,914)</b>	\$1,145,533	216.05%
<b>Total</b>	<b><u>\$26,435,883</u></b>	<b><u>\$27,514,742</u></b>	<b><u>\$28,406,107</u></b>	<b><u>\$30,711,240</u></b>	<b><u>11.62%</u></b>
Full-Time Positions	91.50	89.00	89.00	90.00	1.12%
Part-Time Positions	0.00	0.00	0.00	0.25	0.00%

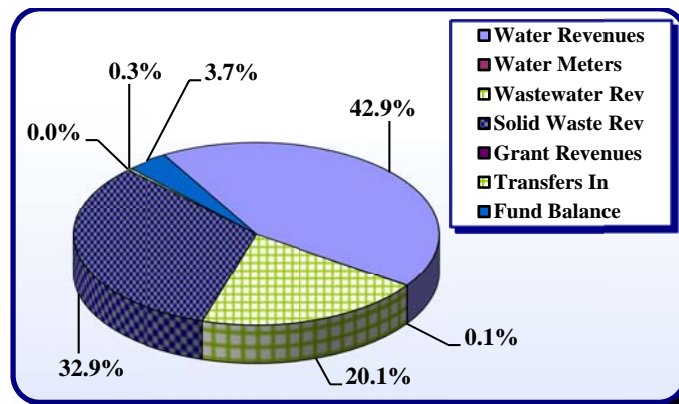
### Department by Divisions



### Department Expenditure by Category



### Department Funding Sources

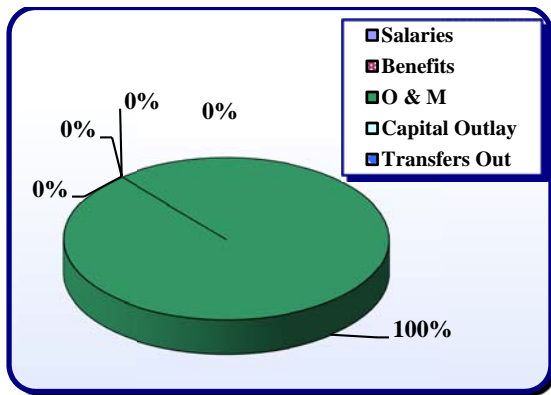


**Budget Summary of Administration / Engineering**

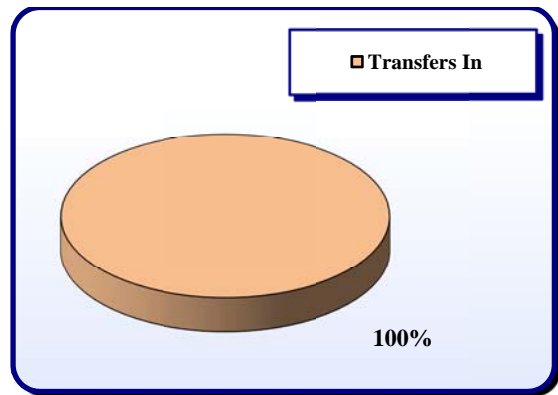
<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$47,095	\$0	\$40,672	\$0	0.00%
Benefits	\$6,081	\$0	\$3,111	\$0	0.00%
Operation & Maintenance	\$51,919	\$99,141	\$36,807	\$104,376	5.28%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$105,095</b>	<b>\$99,141</b>	<b>\$80,590</b>	<b>\$104,376</b>	<b>5.28%</b>

<b>Funding Source</b>					
Transfers In	\$105,095	\$99,141	\$80,590	\$104,376	5.28%
Fund Balance	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$105,095</b>	<b>\$99,141</b>	<b>\$80,590</b>	<b>\$104,376</b>	<b>5.28%</b>

**Department Expenditure by Category**



**Department Funding Sources**

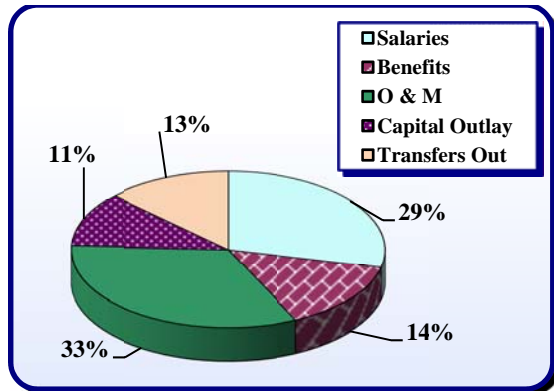


### Budget Summary of Solid Waste

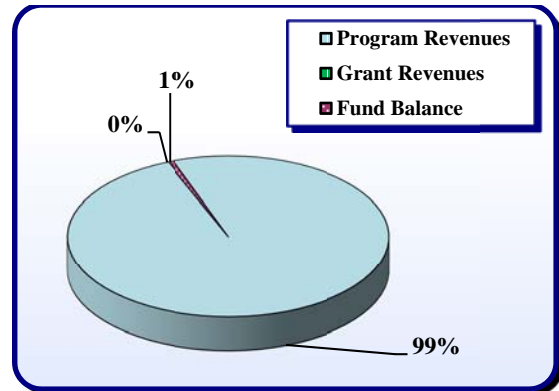
<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$2,525,702	\$2,671,841	\$2,641,432	\$2,907,670	8.83%
Benefits	\$1,483,190	\$1,430,466	\$1,420,412	\$1,449,748	1.35%
Operation & Maintenance	\$3,288,079	\$3,046,310	\$3,262,786	\$3,332,084	9.38%
Capital Outlay	\$70,739	\$600,000	\$1,679,233	\$1,160,000	93.33%
Transfers Out	\$1,495,253	\$1,456,478	\$1,456,478	\$1,309,198	-10.11%
<b>Total</b>	<b>\$8,862,964</b>	<b>\$9,205,095</b>	<b>\$10,460,340</b>	<b>\$10,158,700</b>	<b>10.36%</b>

<b>Funding Source</b>					
Program Revenues	\$9,701,753	\$9,988,000	\$10,447,525	\$10,094,219	1.06%
Grant Revenues	\$40,736	\$51,500	\$28,371	\$0	-100.00%
Fund Balance	\$41,171	(\$834,405)	(\$15,556)	\$64,481	107.73%
Transfers In	\$3,033	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$9,786,693</b>	<b>\$9,205,095</b>	<b>\$10,460,340</b>	<b>\$10,158,700</b>	<b>10.36%</b>

Department Expenditure by Category



Department Funding Sources



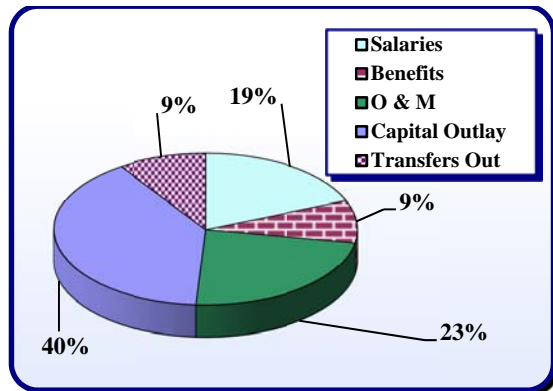


### Budget Summary of Wastewater

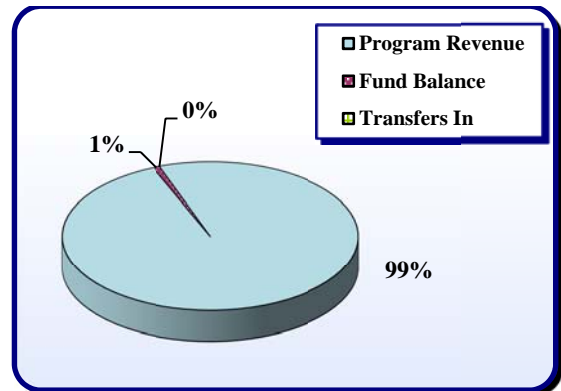
<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	\$1,234,579	\$1,388,196	\$1,349,365	\$1,425,807	2.71%
Benefits	\$722,832	\$732,990	\$697,445	\$682,900	-6.83%
Operation & Maintenance	\$691,311	\$1,705,583	\$881,214	\$1,759,770	3.18%
Capital Outlay	\$2,246,967	\$1,050,000	\$895,409	\$3,000,000	185.71%
Transfers Out	\$658,403	\$689,477	\$689,477	\$716,104	3.86%
<b>Total</b>	<b>\$5,554,091</b>	<b>\$5,566,246</b>	<b>\$4,512,910</b>	<b>\$7,584,581</b>	<b>36.26%</b>

<b>Funding Source</b>					
Program Revenue	\$5,508,731	\$5,960,200	\$5,976,709	\$6,176,200	3.62%
Fund Balance	\$17,027	(\$396,024)	\$65,484	\$45,000	111.36%
Transfers In	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$5,525,758</b>	<b>\$5,564,176</b>	<b>\$6,042,193</b>	<b>\$6,221,200</b>	<b>11.81%</b>

Department Expenditure by Category



Department Funding Sources

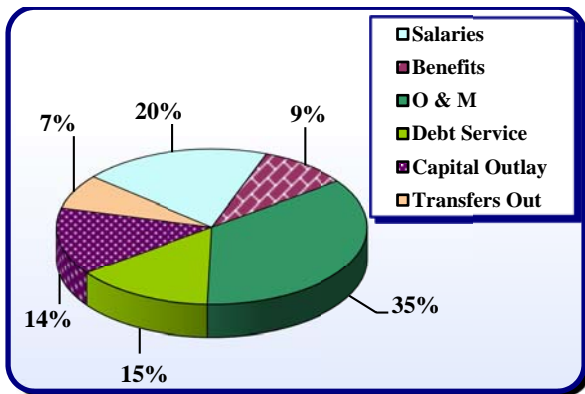


### Budget Summary of Water

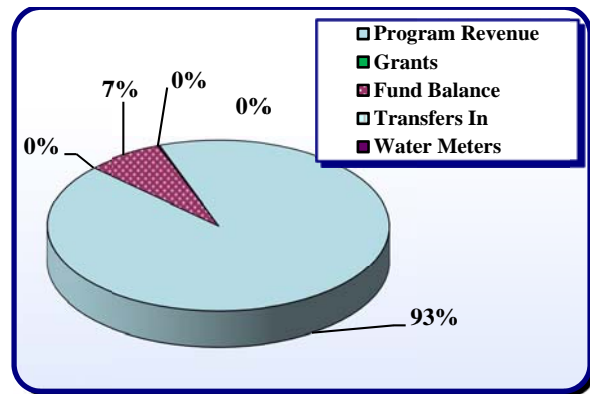
Expenditure	Actual FY 2010-11	Budget FY 2011-12	Projected FY 2011-12	Proposed FY 2012-13	Change From 11-12 Budget
Salaries	\$2,413,717	\$2,726,258	\$2,372,960	\$2,780,924	2.01%
Benefits	\$1,470,419	\$1,322,435	\$1,269,282	\$1,324,971	0.19%
Operation & Maintenance	\$4,026,227	\$4,898,932	\$4,749,147	\$5,046,252	3.01%
Debt Service	\$1,180,466	\$2,050,354	\$2,063,862	\$2,059,579	0.45%
Capital Outlay	\$866,612	\$500,000	\$219,383	\$2,000,000	300.00%
Transfers Out	\$1,063,930	\$1,148,350	\$1,148,350	\$1,015,238	-11.59%
<b>Total</b>	<b>\$11,021,370</b>	<b>\$12,646,329</b>	<b>\$11,822,984</b>	<b>\$14,226,964</b>	<b>12.50%</b>

Funding Source	Actual FY 2010-11	Budget FY 2011-12	Projected FY 2011-12	Proposed FY 2012-13	Change From 11-12 Budget
Program Revenues	\$11,675,486	\$12,373,000	\$12,231,673	\$13,163,912	6.39%
Grants	\$0	\$0	\$51,154	\$0	0.00%
Fund Balance	(\$681,346)	\$243,329	(\$484,842)	\$1,036,052	325.78%
Transfers In	\$0	\$0	\$0	\$0	0.00%
Water Meters	\$27,230	\$30,000	\$25,000	\$27,000	-10.00%
<b>Total</b>	<b>\$11,021,370</b>	<b>\$12,646,329</b>	<b>\$11,822,984</b>	<b>\$14,226,964</b>	<b>12.50%</b>

Department Expenditure by Category



Department Funding Sources



## **Program Information**

### **Administration / Engineering \$104,376**

The Administration / Engineering 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 \$10,158,700**

The Solid Waste Division provides collection and disposal of solid waste, greenwaste, and recycling through a fleet of collection vehicles. Additional programs include household hazardous waste and electronic waste. Hazardous waste materials are collected through quality residential door to door pickup of all hazardous waste materials. Hazmat handles the disposal and recycling of all hazardous waste materials to ensure the health and safety of the community. With the implementation of new State and Federal regulations staff continue to monitor, evaluate, and find new disposal options for waste materials banned from the landfills.

### **Wastewater \$7,584,581**

The Wastewater Division inspects, cleans, repairs, and maintains the 252 miles of pipeline and 11 lift stations in the City of Folsom.

### **Water \$14,226,964**

The Water Division produces and deliver high quality drinking water; ensures water quality is maintained through the distribution system consisting of 277 miles of water mains and 19,163 service connections, through a combination of backflow prevention, cross-connection control, and monitoring; maintains water treatment, storage, and distribution facilities; ensures standards for construction of new water sources, treatment, storage, and distribution facilities are met.

## **FY 2012–13 Strategies**

The Utilities Departments budgetary actions are designed to keep rates and fees among the lowest in the region while building our capacity to initiate capital projects by:

- Keeping transfers down; and
- Implementing efficiencies to keep expenses down while maintaining service levels (including the elimination of 1.0 Senior Management Analyst position)
- Increasing capital projects for water and wastewater systems
  - \$2 million planned for Water – up from \$500,000 in FY12
  - \$3 million planned for Wastewater – up from \$1.05 million in FY12
- Continue FY12 program of investment in capital equipment in Solid Waste
  - \$1.16 million planned – down from \$1.68 million in FY12

## **FY 2011–12 Accomplishments**

### **Administration / Engineering**

- Began construction of the Basin 6 Flow Diversion Project Phase 2
- Completed the installation of the Fixed Network Metering system
- Continued work on System Optimization Review Grant for water conservation
- Completed analysis of water, sewer & solid waste fees and rates
- Began design for Willow Hill Pipeline System Lining Project
- Continued work on regional water planning and dry-year planning
- Begin design of various water and wastewater pipeline rehabilitation projects
- Completed the Water Service Line Repair Project

### **Solid Waste**

- Completed solid waste service rate study
- Implemented revised service rates
- Updated garbage truck replacement schedule and replaced six vehicles
- Effectively managed budget related citywide staffing/furlough changes. Training of new personnel completed
- Vacated Sibley waste container storage yard and setup new container storage area in City Corporation Yard
- Replaced employee break room
- Enhanced solid waste special event program to expand waste and recycling service for Sutter St. events
- Partnered with businesses to add two sharps collection locations
- Negotiated free paint recycling through Paint Care
- Provided level of service comparable to prior year's, despite reduced budget and staffing hours
- Developed reset plan for household hazardous waste (HHW) facility to realize increased productivity

### **Wastewater**

- Updated the Sanitary Sewer Management Plan
- Maintained compliance with state-wide waste discharge requirements
- Continued training and updating standard operating procedures
- Completed CCTV software upgrades
- Completed CMMS software and SCADA upgrades
- Completed 100% of the inspections due
- Completed our second 5 year cycle of City inspections

### **Water**

- Repaired or replaced 185 leaking water services to maintain system reliability
- Completed the 2010 Urban Water Management Plan Update, which was due August 1, 2011
- Completed the installation of a 24" & 16" mag-meter for the Zone 2/3 Meter Replacement Project
- Began preparation of a web-based water consumption program for residential customers
- Completed installation of Fixed Network System
- Residential meter installations completed
- Folsom Ridge irrigation meters installed

- Sibley Street commercial meters installed

**FY 2012-2013 Customer Service Levels**

**Customer Service Performance Indicator for Administration / Engineering:**

Performance Indicator	Actual 2010-2011	Projected 2011-2012	Budget 2012-2013
Percent of projects that remain on schedule for Capital Improvement Projects	100%	100%	100%

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

Performance Indicator	Actual 2010-2011	Projected 2011-2012	Budget 2012-2013
Percentage of Solid Waste additional services (e.g., extra pickups and returned pickups) provided within one day	97%	97%	97%
Perform eight public outreach events to promote recycling activities	14	14	14
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 2012	100%
HHW program participation by total number of participants	5,257	5,100	4,900

**Customer Service Performance Indicator for Wastewater:**

Performance Indicator	Actual 2010-2011	Projected 2011-2012	Budget 2012-2013
Respond to customer service complaints within 30 minutes of receipt	100%	100%	100%

**Customer Service Performance Indicator for Water:**

Performance Indicator	Actual 2010-2011	Projected 2011-2012	Budget 2012-2013
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 2012–2013 Statistics / Workload Measures**

**Administration / Engineering**

Statistics / Workload Measure	Actual 2010-2011	Projected 2011-2012	Budget 2012-2013
Number of capital projects advertised	2	3	3
Number of capital projects under construction	3	2	3
Number of capital project designs completed	3	3	3
Number of capital project construction complete	4	3	2
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)**

Statistics / Workload Measure	Actual 2010-2011	Projected 2011-2012	Budget 2012-2013
Number of neighborhood clean-up (NCU) requests	6,521	6,500	6,500
Percentage of NCU service stops completed within 14 days of customer request	45.0%	45.0%	45.0%
Solid Waste diversion percentage	71.0%	71.5%	71.5%
Household battery collection sites	15	13	13
Hazardous Waste Program participation by total number of participants	5,064	4,900	4,900

**Wastewater**

<b>Statistics / Workload Measure</b>	<b>Actual 2010-2011</b>	<b>Projected 2011-2012</b>	<b>Budget 2012-2013</b>
Number of routine work orders	1,100	1,000	1,100
Number of M/H inspections completed within one year	849	1,002	1,500
Segments of mainline CCTV inspections completed within one year	1,513	1,023	1,500
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 2010-2011</b>	<b>Projected 2011-2012</b>	<b>Budget 2012-2013</b>
Total volume of water treated (acre feet)	28,013	27,500	28,000
Number of fire hydrant flow tests requested by the Fire Department	35	50	45
Number of regulatory required water samples pulled per year	1,520	1,550	1,600
Number of water quality customer complaints per year	120	120	120
Number of U.S.A.s per year	425	425	425
Number of new meters installed per year	6,500	100	100
Number of work orders completed per year	770	725	775
Number of shutoff/ons for Finance per month	250	250	250
Number of service leaks repaired per year	165	165	165
Number of main breaks repaired per year	5	5	5
Pull and inspect large pumps, every 10 years	5	5	5
Process sludge, dry tons annually	142	250	125
Number of residential service connections	N/A	17,665	17,900
Number of non-residential service connections	N/A	1,602	1,620

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

- 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

- Obtain cost-effective hazardous waste disposal service contract
- Work with other local governments to obtain legislation for mitigating program costs

#### **Solid Waste**

- Implement state mandated citywide commercial & multifamily recycling service
- Purchase container inventory to accommodate new state mandated recycling service level
- Accommodate new heavy rock & dirt customers
- Obtain cost-effective hazardous waste disposal service contract
- Work with other local governments to obtain legislation for mitigating program costs

#### **Wastewater**

- Maintain compliance with statewide waste discharge requirements
- Continue training & updating standard operating procedures
- Continue CMMS software and SCADA upgrades
- Continue proactive system maintenance to maintain system and reduce inflow and infiltration

#### **Water**

- Continue with SCADA and online monitoring upgrades at reservoir sites
- 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
- Provide 1-year comparative water meter billing

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

#### **Administration / Engineering**

- Continue water supply management for dry year supply & water supply reliability
- Continue water supply management for south of Highway 50 annexation area
- Continue to implement capital improvements projects per Water and Sewer Master Plans
- Prepare comprehensive Water, Wastewater & Solid Waste rate study
- Continue Water and Sewer Renewal & Rehabilitation Program

#### **Solid Waste**

- Accommodate new accounts and services due to growth and State mandates
- Maintain truck replacement schedule to further reduce maintenance & fuel costs
- Continue to evaluate route efficiency
- Improve online appointment system to include routing
- Better integrate HHW and Solid Waste customer service to reduce customer calls
- Obtain grant funding for new facility architectural design
- Evaluate the cost and feasibility of accepting Conditionally Exempt Small Quantity Generator hazardous waste



**Wastewater**

- Upgrade flow meters for sewer lift stations
- Adjust flow monitoring and basins boundaries based on recent CIP projects
- Upgrade pumps and equipment at pump stations
- Begin citywide odor control program

**Water**

- Refine large meter calibration procedures
- Conversion to citywide metered water rate.
- Complete in-house rehabilitation/replacement pipeline projects
- Implement sludge management program for Water Treatment Plant

**Position Information**

Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
<b>Administration</b>					
Utilities Director	1.00	1.00	0.50	0.50	0.50
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Civil Engineer	1.00	1.00	1.00	1.00	-
Associate Civil Engineer	1.00	1.00	1.00	1.00	2.00
Engineering Technician I/II	1.00	1.00	1.00	1.00	1.00
Marketing and Graphics Coordinator	-	-	-	0.50	-
Marketing and Graphics Coordinator - PPT	-	-	-	-	0.25
Office Assistant I/II	1.00	1.00	-	-	-
Principal Engineer	1.00	1.00	1.00	-	-
PW/Utilities Section Manager	-	-	-	2.00	2.00
Senior Civil Engineer	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 Management Coordinator	1.00	1.00	1.00	1.00	-
Water Management Specialist	2.00	2.00	2.00	2.00	-
<b>Subtotal</b>	<b>15.00</b>	<b>14.00</b>	<b>12.50</b>	<b>12.00</b>	<b>7.75</b>

Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
<b>Wastewater</b>					
Engineering Technician I/II	1.00	1.00	-	-	-
Maintenance Worker I/II	2.00	2.00	1.00	1.00	1.00
Senior Wastewater Collection Technician	2.00	2.00	2.00	2.00	2.00
Utilities Technician	1.00	1.00	1.00	1.00	1.00
Wastewater Collection Supervisor	1.00	1.00	1.00	1.00	1.00
Wastewater Collection Technician I/II	9.00	9.00	10.00	10.00	9.00
<b>Subtotal</b>	<b>16.00</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>
<b>Solid Waste Collections</b>					
Administrative Assistant	-	-	-	-	0.50
Refuse Driver	27.00	27.00	27.00	27.00	27.00
Mechanic II	-	-	-	-	1.00
Office Assistant I/II	3.00	3.00	2.00	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	-	-
<b>Subtotal</b>	<b>33.00</b>	<b>33.00</b>	<b>32.00</b>	<b>31.00</b>	<b>32.50</b>
<b>Hazardous Materials</b>					
Environmental Specialist Supervisor	1.00	1.00	1.00	1.00	1.00
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>3.00</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	0.50	1.00	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 Conservation</b>					
Water Management Coordinator	-	-	-	-	1.00
Water Management Specialist	-	-	-	-	2.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>

Position	FY	FY	FY	FY	FY
	2008-09	2009-10	2010-11	2011-12	2012-13
	Approved	Approved	Approved	Approved	Proposed
<b>Water Utility Maintenance</b>					
Construction Inspector I/II	-	-	-	-	1.00
Maintenance Worker I/II	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	1.00
Utility Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Water Utility Worker I/II	4.00	5.00	6.00	6.00	5.00
<b>Subtotal</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>
<b>Water Treatment Plant</b>					
Lead Plant Mechanic	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I/II	1.00	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
Utilities Manager	1.00	1.00	1.00	-	-
Water Treatment Plant Chief Operator	1.00	1.00	1.00	1.00	1.00
Water Treatment Plant Operator III	3.00	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>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>
<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	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	1.00
Water Utility Worker I/II	-	-	-	-	3.00
<b>Subtotal</b>	<b>4.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>4.00</b>
<b>Total</b>	<b>99.00</b>	<b>95.00</b>	<b>91.50</b>	<b>89.00</b>	<b>90.25</b>

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

Kiefer Landfill Disposal for Solid Waste	\$925,000
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

**New or Replacement Vehicles**

None
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**Risk Management**

## ***Risk Management***

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

**Budget Summary**

<b>Expenditure</b>	<b>Actual FY 2010-11</b>	<b>Budget FY 2011-12</b>	<b>Projected FY 2011-12</b>	<b>Approved FY 2012-13</b>	<b>Change From 11-12 Budget</b>
Salaries	151,922	164,175	156,472	167,811	0.00%
Benefits	7,036,740	7,643,030	7,059,271	7,895,391	3.30%
Operation & Maintenance	4,246,909	5,131,131	5,269,651	5,637,723	9.87%
<b>Total</b>	<b>11,435,571</b>	<b>12,938,336</b>	<b>12,485,394</b>	<b>13,700,925</b>	<b>5.89%</b>
<b>Type</b>					
Admin	\$198,334	\$234,692	199,924	\$241,487	2.90%
Employee Health	\$6,075,296	\$6,202,041	5,814,695	6,589,650	6.25%
Employee Life & Disability	N/A	\$509,618	350,996	373,060	-26.80%
Employee Dental	\$757,310	\$712,209	699,455	709,491	-0.38%
Employee Vision	\$107,463	\$99,795	89,916	94,881	-4.92%
Employee Other	\$50,259	\$48,850	60,757	54,633	11.84%
Retiree Health	\$1,803,744	\$2,159,571	2,222,009	2,473,244	14.52%
Retiree Dental	\$124,716	\$243,373	250,172	255,952	5.17%
Retiree Vision	\$20,622	\$25,600	32,760	36,955	44.36%
Workers Comp	\$972,722	\$1,515,131	1,693,342	1,681,860	11.00%
Liability	\$675,105	\$1,013,456	896,368	1,009,712	-0.37%
Retiree Ben Trust	\$650,000	\$174,000	175,000	180,000	0.00%
	<b>\$11,435,571</b>	<b>\$12,938,336</b>	<b>12,485,394</b>	<b>\$13,700,925</b>	<b>5.89%</b>
<b>Funding Source</b>					
Employee Contribution	475,500	\$504,642	653,180	966,280	91.48%
Retiree Contribution	212,795	\$212,032	264,015	327,616	54.51%
Park Planning	20,653	34,528	34,528	16,621	-51.86%
Redevelopment	126,302	93,926	96,622	47,183	-49.77%
Transit	355,884	322,573	312,548	371,302	15.11%
Utilities	2,111,768	2,037,260	1,994,024	1,962,617	-3.66%
General Fund	9,665,894	9,355,811	9,124,623	8,380,020	-10.43%
Retiree Ben Trust	\$0	150,000	150,000	150,000	0.00%
Fund Balance	(\$1,533,225)	227,564	(144,146)	\$1,479,286	550.05%
<b>Total</b>	<b>11,435,571</b>	<b>\$12,938,336</b>	<b>\$12,485,394</b>	<b>\$13,700,925</b>	<b>5.89%</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****\$13,700,925**

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 principles (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 Insurance	\$9,062,894
Dental Insurance	\$965,443
Vision Insurance	\$131,836
Workers Comp & Liability Insurance	\$2,691,572
Life & Disability Insurance	\$2,528,587
Health Retirement	\$44,400





**Non-Departmental**

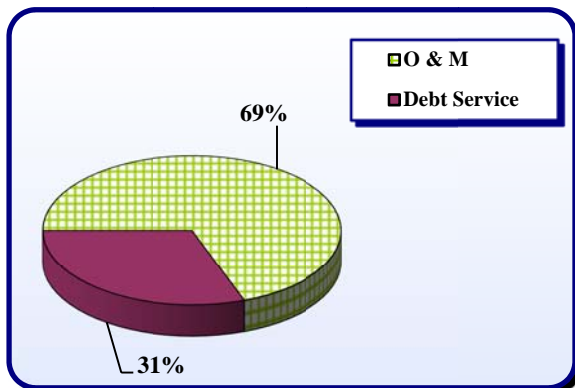
## ***Non-Departmental***

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

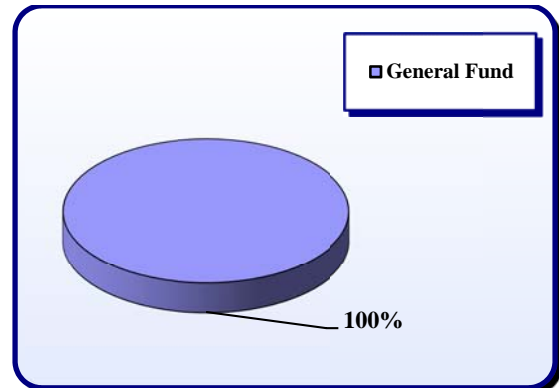
**Budget Summary**

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change From</b>
	<b><u>FY 2010-11</u></b>	<b><u>FY 2011-12</u></b>	<b><u>FY 2011-12</u></b>	<b><u>FY 2012-13</u></b>	<b><u>11-12 Budget</u></b>
<b>Expenditure</b>					
Operation & Maintenance	\$4,333,383	\$4,210,477	\$3,796,869	\$4,092,215	-2.81%
Debt Service	\$2,006,488	\$1,926,000	\$1,861,917	\$1,806,546	-6.20%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b><u>\$6,339,872</u></b>	<b><u>\$6,136,477</u></b>	<b><u>\$5,658,786</u></b>	<b><u>\$5,898,761</u></b>	<b><u>-3.87%</u></b>
<b>Funding Source</b>					
Inter-Fund Transfers	\$240,000	\$201,742	\$0	\$0	-100.00%
General Fund	\$6,099,872	\$5,934,735	\$5,658,786	\$5,898,761	-0.61%
<b>Total</b>	<b><u>\$6,339,872</u></b>	<b><u>\$6,136,477</u></b>	<b><u>\$5,658,786</u></b>	<b><u>\$5,898,761</u></b>	<b><u>-3.87%</u></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**

**\$5,898,761**

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. There are no 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	\$500,000
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 72,439 at the end of calendar year 2011. 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 Aa3 by Moody's Investor Services. The City's Certificate of Participation (COP's) issued to finance essential facilities such as the 1999 Recreation Facility are rated AA- by Standard & Poor's (unrated by Moody's). In March 2012 the City refinanced the 2001 COP's related to the Central Business District Fire Station, as well as the 2002 Lease Revenue Bonds that relate to both City Hall and the Community Center. Since the refinancing was done by private placement, there is no longer a rating for either of these issues.

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, 2011

Assessed Value	\$10,601,321,000
Conversion Percentage	25.00%
Adjusted Assessed Value	\$2,650,330,250
Debt Limit per Municipal Code	\$265,033,025
Amount of Debt Applicable to Limit:	
General Obligation Bonds	\$14,900,000
Other Debt	\$0
Total Net Debt Applicable to Limit	\$14,900,000
Legal Debt Margin	\$250,133,025
Percentage of Debt to Assessed Value	0.56%

**Summary of Debt Position**

		June 30, 2012		2012-13 Bond Payments			Funding Source
		Principal		Principal	Interest	Total	
		Outstanding					
GENERAL OBLIGATION BONDS:							
2003	GO Bonds Series A & B Refunding	\$ 4,360,000	\$ 1,620,000	\$ 137,035	\$ 1,757,035		Ad valorem property tax
2009	GO Bonds Series C & D Refunding	7,760,000	1,280,000	270,350	1,550,350		Ad valorem property tax
	Total General Obligation Bonds	\$ 12,120,000	\$ 2,900,000	\$ 407,385	\$ 3,307,385		
CERTIFICATES OF PARTICIPATION:							
1997	Refunding COPs (Parks & Traffic Sig)	\$ 440,000	\$ -	\$ 25,850	\$ 25,850		General Fund revenues
1999	COPs (Recreation Facility)	750,000	20,000	44,550	64,550		Rental fees, impact fees
	Total Certificates of Participation	\$ 1,190,000	\$ 20,000	\$ 70,400	\$ 90,400		
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)	16,700,000	940,000	800,919	1,740,919		Property tax increment
2011	RDA TABS Series A	9,865,000	215,000	845,988	1,060,988		Property tax increment
2011	RDA TABS Series B	11,010,000	175,000	951,088	1,126,088		Property tax increment
	Total Redevelopment Agency	\$ 64,710,000	\$ 1,330,000	\$ 3,766,538	\$ 5,096,538		
FOLSOM PUBLIC FINANCING AUTHORITY:							
2008	Reassessment Revenue Bonds (Prairie Oaks)	\$ 9,540,000	\$ 900,000	\$ 396,953	\$ 1,296,953		Special Assessments
1998	Revenue Bonds (Hannaford Cross)	1,470,000	120,000	79,238	199,238		Special Assessments
1999	Revenue Bonds (Legends, Cobble Hills Ridgeview, Cresleigh Natoma)	3,195,000	270,000	164,970	434,970		Special Assessments
2012	Refunding Bonds (City Hall & CBD Fire Station)	10,314,467	1,366,694	277,039	1,643,733		General fund revenues
2003	Reassessment Revenue Bonds (Auto Plaza)	4,355,000	465,000	214,844	679,844		Special Assessments
2004	Revenue Bonds, Snr A (CFD 7 & 8)	10,030,000	805,000	470,799	1,275,799		Special Assessments
2004	Revenue Bonds, Sers B (CFD 7)	5,065,000	425,000	255,520	680,520		Special Assessments
2005A	Water Revenue Bonds (Water Treatment)	12,165,000	320,000	554,034	874,034		Water fund revenues
2007A	Special Tax Rev. Bonds (CFD 10, 11, & 14)	42,915,000	1,335,000	2,112,375	3,447,375		Special Assessments
2007B	Special Tax Rev. Bonds (CFD 9, 10, 11, & 14)	22,270,000	820,000	1,089,046	1,909,046		Special Assessments
2009	Water Refunding Bonds (1998 Refunding)	14,505,000	665,000	510,545	1,175,545		Water fund revenues
2010A	Revenue Bonds (CFD #10)	15,535,000	945,000	670,239	1,615,239		Special Assessments
2010B	Revenue Bonds (CFD #10)	5,045,000	295,000	248,563	543,563		Special Assessments
2011A	Revenue Bonds (CFD #7)	9,660,000	550,000	368,769	918,769		Special Assessments
2011B	Revenue Bonds (CFD #7)	1,195,000	100,000	45,538	145,538		Special Assessments
	Total Public Financing Authority	\$ 167,259,467	\$ 9,381,694	\$ 7,458,469	\$ 16,840,163		

**Summary of Debt Position**

		June 30, 2012		2012-13 Bond Payments			Funding Source
		Principal		Principal	Interest	Total	
		Outstanding					
ASSESSMENT DISTRICTS:							
1989	Blue Ravine Oaks	\$ 275,000	\$ 65,000	\$ 17,929	\$ 82,929		Special Assessments
1992	Natoma Station	180,000	15,000	12,722	27,722		Special Assessments
2003	Folsom Auto Plaza	4,460,000	465,000	238,854	703,854		Special Assessments
1993	Lake Natoma Shores	135,000	65,000	6,663	71,663		Special Assessments
2008	Prairie Oaks	9,729,306	812,422	676,842	1,489,264		Special Assessments
1990	Hannaford Crossing	1,370,000	110,000	88,143	198,143		Special Assessments
1993	Legends	305,000	35,000	16,680	51,680		Special Assessments
1994	Cobble Hills Ridge	910,000	90,000	46,080	136,080		Special Assessments
1995	Ridgeview	925,000	80,000	52,430	132,430		Special Assessments
1995	Cresleigh Natoma	735,000	65,000	33,769	98,769		Special Assessments
Total Assessment Districts		\$ 19,024,306	\$ 1,802,422	\$ 1,190,112	\$ 2,992,534		
COMMUNITY FACILITY DISTRICTS:							
2010	Natoma Station	\$ 8,710,000	\$ 940,000	\$ 382,850	\$ 1,322,850		Special Assessments
1998	Folsom Heights	845,000	240,000	40,751	280,751		Special Assessments
1998	Broadstone	1,985,000	245,000	93,125	338,125		Special Assessments
2004	Broadstone II	11,855,000	970,000	575,336	1,545,336		Special Assessments
2011	Broadstone II	10,855,000	550,000	579,784	1,129,784		Special Assessments
2004	Parkway	3,240,000	260,000	152,090	412,090		Special Assessments
2007	Willow Creek South	1,110,000	165,000	47,135	212,135		Special Assessments
2007	Empire Ranch	39,425,000	1,110,000	1,943,969	3,053,969		Special Assessments
2010	Empire Ranch	20,580,000	1,240,000	918,801	2,158,801		Special Assessments
2007	Willow Springs	7,215,000	495,000	347,955	842,955		Special Assessments
2007	Parkway II	17,435,000	385,000	862,363	1,247,363		Special Assessments
Total Community Facilities Districts		\$ 123,255,000	\$ 6,600,000	\$ 5,944,159	\$ 12,544,159		

**Debt Service amounts by Fund**

	<b>Principal</b>	<b>Interest</b>	<b>Fiscal Charges</b>	<b>Total</b>
General Fund	\$ 2,154,731	\$ 332,147	\$ 10,000	\$ 2,496,878
G O School Facilities Bonds DS	2,900,000	407,385	4,000	3,311,385
Redevelopment DS	1,330,000	3,766,538	20,000	5,116,538
Folsom Public Financing Authority	7,030,000	6,116,851	12,000	13,158,851
Traffic Signal Refunding	20,000	25,850	3,500	49,350
Recreation Facility COP DS	20,000	44,550	5,000	69,550
Central Fire Station COP DS	-	-	-	-
Water Operating	985,000	1,064,579	10,000	2,059,579
Wastewater Operating	77,027	5,568	-	82,595
Solid Waste Operating	99,787	6,088	-	105,875
Mello-Roos Agency Funds	8,402,422	7,134,271	172,400	15,709,093
<b>Total</b>	<b>\$ 23,018,967</b>	<b>\$ 18,903,827</b>	<b>\$ 236,900</b>	<b>\$ 42,159,694</b>

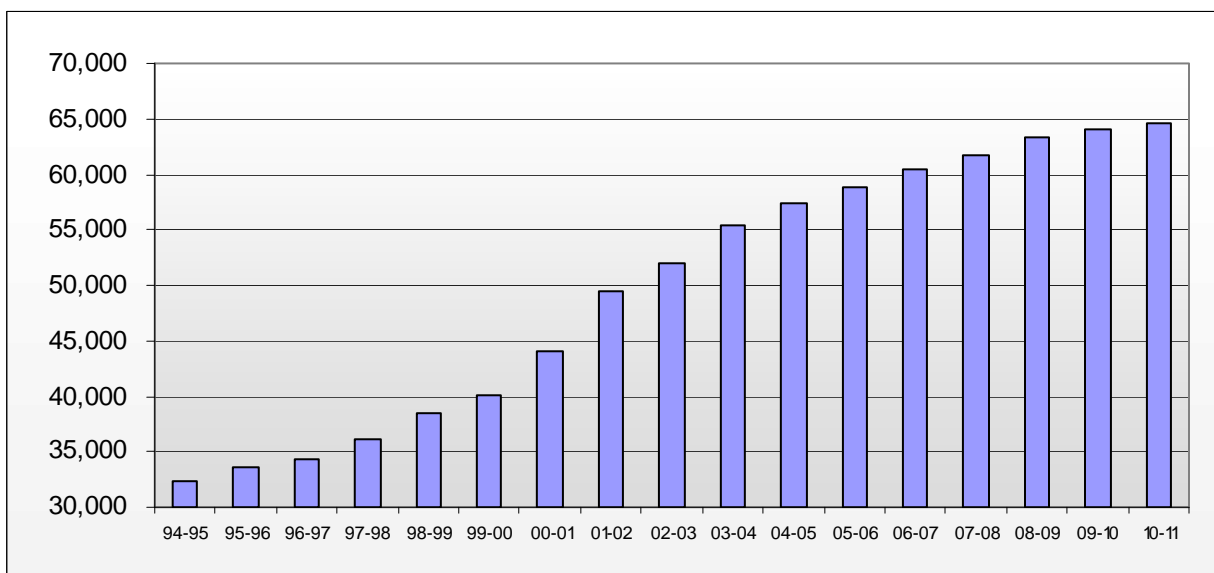


# *Appendix*

## Miscellaneous Statistics

Date of Incorporation	1946
Form of Government	Charter City
Population (excludes Folsom Prison)	64,576
Area of Square Miles	31
Miles of Streets	259
Zoos	1
Community Centers	4
Community Clubhouses	2
Parks	46
Park Acreage	439
Swimming Pools (Aquatic Center)	3
Tennis Courts	23
Fire Stations	4
Fire Personnel & Officers	64
Police Stations	1
Police Personnel & Officers	103.5
Number of Patrol Units	49
Elementary schools	11
Secondary schools	5
Community colleges	1
Hospitals	1

## Population Trend





# Operating Indicators

## CITY OF FOLSOM, CALIFORNIA Operating Indicators by Function/Program Last Five Fiscal Years

<u>Function/Program</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b>Police (1)</b>					
Misdemeanor and felony arrests	1,920	2,031	2,009	1,855	1,463
Citations	14,566	16,055	16,328	13,186	8,106
Collisions	1,521	1,393	1,390	1,367	1,377
<b>Fire</b>					
Structure Fire	46	37	36	23	29
Vehicle Fires	23	26	16	17	24
Brush/Grass/Wildland Fires	30	24	21	25	23
Other Fires	99	87	73	53	38
Ambulance transports	3,394	3,133	3,167	2,608	2,692
Medical responses	3,638	3,953	3,989	3,409	3,618
Inspections completed	390	280	527	1,457	1,485
<b>Other public works</b>					
Lane miles of street overlay	15	7	5	10	2
Curb miles of streets swept	4,546	4,876	6,756	1,530	1,308
Hot pour crack seal applied (lineal ft.)	-	255,000	16,615	550,000	-
Square feet of street patch	56,000	130,400	44,672	243,750	12,000
Number of miles of road	257	259	259	259	259
Number of traffic signals	90	92	92	96	100
Number of streetlights	6,634	6,660	6,660	6,667	6,667
Number of miles of storm drains added	7	2	-	1	-
Area of Slurry Seal applied (square feet)	N/A	7,110,000	7,333,745	3,690,000	3,559,000
<b>Parks and Recreation</b>					
Aquatic center number of paid admissions	51,546	51,254	55,505	56,466	56,245
Community facilities number of reservations	3,921	4,035	3,839	3,046	2,224
Community facilities number of paid rentals	712	791	956	978	667
Total park acreage	466	435	435	435	439
Open space acreage	359	359	361	409	420
Trails maintenance	22	22	24	34	36
Recreation division program participation	480,261	551,244	532,474	522,803	498,879
Zoo attendance	125,065	117,828	107,827	100,423	104,032
<b>Library</b>					
Volumes in collection	73,115	92,100	102,215	111,726	112,170
Total volumes borrowed	360,064	542,371	664,251	666,612	543,053

**CITY OF FOLSOM, CALIFORNIA  
Operating Indicators by Function/Program  
Last Five Fiscal Years**

<u>Function/Program</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b>Water</b>					
New connections	491	244	218	181	149
Water main breaks	2	4	3	3	2
Daily average consumption in gallons	21.4MGD	22.1MGD	24.3 MGD	20.9MGD	19.8MGD
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	8.13 MGD	8.0 MGD	7.0 MGD	6.95 MGD	6.77 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)	151	147	138	138	134
Recycling (tons per day)	44	44	41	38	34
Green Waste (tons per day)	35	39	32	34	33
<b>Transit</b>					
Total route miles	265,957	271,651	241,675	197,875	187,036
Passengers-Folsom Stage Line	89,568	94,113	101,590	64,880	61,650
Passengers-Light Rail	797,628	929,201	780,756	764,660	739,024

N/A - Data not available

(1) Police statistics are for calendar, not fiscal year

# Indicators

## Indicators

The tables below illustrate significant financial trend performance indicators.

		Fiscal Year Ending June 30				
		2002	2003	2004	2005	2006
Indicator 1	Municipal productivity (Resident per budgeted FTE)	n/a	134.3	131.0	127.2	125.0
Indicator 2	Revenues per capita (constant \$)	1,314	1,137	1,292	1,307	1,510
Indicator 3	Restricted Revenues	11.7%	14.3%	10.6%	20.9%	16.0%
Indicator 4	Intergovernmental Revenues	4.8%	7.1%	5.7%	8.3%	5.3%
Indicator 5	Elastic Tax Revenues	11.1%	13.3%	12.4%	13.5%	10.5%
Indicator 6	Taxable sales tax transaction (000)	1,329,157	1,424,212	1,744,467	1,724,491	1,669,467
Indicator 6.1 *	Taxables sales tax transaction growth rate	10.5%	7.2%	22.5%	-1.1%	-3.2%
Indicator 7	Property Tax Revenues (constant \$)	9,002,954	9,729,672	10,346,894	10,984,938	11,862,616
Indicator 7.1	Property Tax Revenues growth rate	11.1%	8.1%	6.3%	6.2%	8.0%
Indicator 8	Expenditures per capita (constant \$)	1,199	1,179	1,181	1,429	1,521
Indicator 9	Benefits as a % of Salaries	43.1%	40.4%	48.7%	54.7%	48.1%
Indicator 10	Public Safety Expenditures as a % of General Fund Expenditures	48.0%	54.7%	53.8%	55.8%	51.5%
Indicator 11	General Government expenditures as a % of General Fund expenditures	22.4%	22.5%	21.8%	20.1%	23.6%
Indicator 12	Public works expenditures as a % of General Fund expenditures - <b>does not include transfers out</b>	7.1%	7.7%	7.2%	7.1%	2.1%
Indicator 13 **	Culture and Recreation expenditures as a % of General Fund expenditures - <b>does not include subsidy transfer out</b>	8.1%	9.2%	9.8%	9.2%	8.7%
Indicator 14	Salaries as a % of General Fund expenditures - <b>does not include transfers out</b>	56.8%	47.0%	48.8%	48.5%	50.0%
Indicator 15	Benefits as a % of General Fund expenditures - <b>does not include transfers out</b>	25.5%	19.7%	24.4%	27.6%	24.6%
Indicator 16	General Fund Revenues per Capita (Constant \$)	\$ 3.60	\$ 3.61	\$ 3.63	\$ 4.15	\$ 4.70
Indicator 17	General Fund Expenditures per Capita (Constant \$)	\$ 3.74	\$ 3.43	\$ 3.78	\$ 4.10	\$ 4.33
Indicator 18	General Fund Cash per Capita	\$ 146.05	\$ 191.03	\$ 199.59	\$ 158.59	\$ 226.75

\*FY 2011 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						
2007	2008	2009	2010	2011		
					Municipal productivity (Resident per budgeted FTE)	Indicator 1
126.2	123.9	130.8	141.1	155.1		
					Revenues per capita (constant \$)	Indicator 2
1,622	1,720	1,465	1,497	1,398		
					Restricted Revenues	Indicator 3
11.9%	13.0%	14.7%	12.1%	12.0%		
					Intergovernmental Revenues	Indicator 4
5.8%	7.7%	6.7%	5.6%	6.0%		
					Elastic Tax Revenues	Indicator 5
8.7%	7.5%	8.2%	6.5%	7.4%		
					Taxable sales tax transaction (000)	Indicator 6
1,631,190	1,364,174	1,227,670	1,293,811	N/A		
					Taxables sales tax transaction growth rate	Indicator 6.1 *
-2.3%	-16.4%	-10.0%	5.4%	N/A		
					Property Tax Revenues (constant \$)	Indicator 7
13,435,990	13,692,371	14,181,211	13,985,696	12,539,349		
					Property Tax Revenues growth rate	Indicator 7.1
13.3%	1.9%	3.6%	-1.4%	-10.3%		
					Expenditures per capita (constant \$)	Indicator 8
1,657	1,846	1,638	1,617	1,509		
					Benefits as a % of Salaries	Indicator 9
49.5%	49.5%	50.4%	54.6%	54.6%		
					Public Safety Expenditures as a % of General Fund Expenditures	Indicator 10
58.3%	57.7%	45.3%	49.7%	49.8%		
					General Government expenditures as a % of General Fund expenditures	Indicator 11
22.8%	23.8%	21.5%	25.1%	32.7%		
					Public works expenditures as a % of General Fund expenditures - <b>does not include transfers out</b>	Indicator 12
2.5%	2.3%	1.8%	1.7%	1.7%		
					Culture and Recreation expenditures as a % of General Fund expenditures - <b>does not include subsidy transfer out</b>	Indicator 13 **
9.2%	9.0%	16.8%	17.0%	17.4%		
					Salaries as a % of General Fund expenditures - <b>does not include transfers out</b>	Indicator 14
49.7%	50.8%	45.8%	44.5%	44.1%		
					Benefits as a % of General Fund expenditures - <b>does not include transfers out</b>	Indicator 15
24.9%	24.7%	23.0%	24.4%	23.5%		
					General Fund Revenues per Capita (Constant \$)	Indicator 16
\$ 4.30	\$ 4.15	\$ 5.29	\$ 4.27	\$ 4.00		
					General Fund Expenditures per Capita (Constant \$)	Indicator 17
\$ 4.31	\$ 4.44	\$ 5.40	\$ 4.78	\$ 4.15		
					General Fund Cash per Capita	Indicator 18
\$ 16.30	\$ 35.86	\$ 149.86	\$ 99.01	\$ 40.75		

\*FY 2011 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				
		2002	2003	2004	2005	2006
Indicator 1	Current Ratio - (Current Assets/Current Liabilities)	20.39	14.00	10.69	3.07	6.02
Indicator 2	Asset Turnover (Charges for svcs/Capital assets)	8.6%	9.1%	9.2%	6.5%	8.1%
Indicator 3	Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	0.13	0.15	0.00	(0.25)	(0.02)
Indicator 4	Depreciation Expense - (Depreciation Expense/Total cap. assets)	1.8%	1.9%	2.8%	2.7%	2.5%
Indicator 5	Change in net assets (Change in net assets/Charges for svcs)	1.93	0.86	0.93	0.26	0.44
Indicator 6	Change in net assets vs. Total assets	12.6%	6.0%	6.7%	1.5%	3.2%
Indicator 7	Change in net assets vs. Operating cash flow	5.82	2.02	2.91	0.68	13.80
Indicator 8	Debt repayment	0.20	0.14	0.18	0.16	3.13
Indicator 9	Operating \$ flow vs. Change in net assets	0.17	0.50	0.34	1.47	0.07
Indicator 10	Change in current assets vs. Change in net assets	0.57	0.20	(0.12)	(4.70)	0.21
Indicator 11	Change in current liabilities vs. Change net assets	(0.00)	0.10	0.06	1.26	(0.52)
Indicator 12	\$ flow from operations/Charges from services	0.33	0.43	0.32	0.39	0.03
Indicator 13	Salaries as a percentage of operating expenses	19.6%	19.5%	18.4%	18.7%	19.2%
Indicator 14	Benefits as a percentage of operating expenses	9.2%	8.4%	10.1%	10.6%	9.9%
Indicator 15	Cost to process one gallon of water	0.001005	0.001387	0.001718	0.003133	0.003008

Fiscal Year						
2007	2008	2009	2010	2011		
4.36	5.03	2.34	1.28	1.43	Current Ratio - (Current Assets/Current Liabilities)	Indicator 1
8.8%	10.4%	11.8%	11.6%	12.4%	Asset Turnover (Charges for svcs/Capital assets)	Indicator 2
(0.03)	0.14	(0.07)	(0.38)	0.06	Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	Indicator 3
2.5%	2.6%	3.3%	3.6%	3.5%	Depreciation Expense - (Depreciation Expense/Total cap. assets)	Indicator 4
0.29	0.11	(0.32)	(0.58)	(0.09)	Change in net assets (Change in net assets/Charges for svcs)	Indicator 5
2.3%	1.1%	-3.5%	-6.4%	-1.1%	Change in net assets vs. Total assets	Indicator 6
0.95	0.37	(1.35)	10.28	(0.25)	Change in net assets vs. Operating cash flow	Indicator 7
0.24	0.21	0.25	(1.18)	0.20	Debt repayment	Indicator 8
1.05	2.67	(0.74)	0.10	(4.05)	Operating \$ flow vs. Change in net assets	Indicator 9
(1.19)	0.43	0.58	0.65	(0.23)	Change in current assets vs. Change in net assets	Indicator 10
0.04	(0.16)	(0.36)	0.07	0.10	Change in current liabilities vs. Change net assets	Indicator 11
0.31	0.31	0.24	(0.06)	0.38	\$ flow from operations/Charges from services	Indicator 12
18.2%	19.4%	15.0%	14.8%	21.3%	Salaries as a percentage of operating expenses	Indicator 13
9.7%	10.7%	8.8%	8.7%	12.8%	Benefits as a percentage of operating expenses	Indicator 14
0.002091	0.001718	0.002112	0.002789	0.002119	Cost to process one gallon of water	Indicator 15

## WASTEWATER FUND

The tables below illustrate significant financial trend performance indicators.

		Fiscal Year				
		2002	2003	2004	2005	2006
Indicator 1	Current Ratio - (Current Assets/Current Liabilities)	1.13	1.04	1.61	1.71	2.39
Indicator 2	Asset Turnover (Charges for svcs/capital assets)	5.7%	7.5%	15.6%	15.1%	14.4%
Indicator 3	Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	(1.26)	(0.51)	0.39	0.05	0.29
Indicator 4	Depreciation Expense - (Depreciation Expense/Total	2.5%	2.6%	2.6%	3.0%	3.1%
Indicator 5	Change in net assets (Change in net assets/charges for svcs)	0.84	1.14	1.37	0.46	0.52
Indicator 6	Change in net assets vs. total assets	4.4%	7.9%	19.3%	6.4%	6.6%
Indicator 7	Change in net assets vs. operating cash flow	(0.51)	(9.76)	3.92	1.38	1.00
Indicator 8	Debt repayment	0.00	0.00	0.04	0.04	0.03
Indicator 9	Operating \$ flow vs. change in net assets	(1.98)	(0.10)	0.25	0.72	1.00
Indicator 10	Change in current assets vs. change in net assets	(2.00)	0.07	0.24	(0.23)	0.55
Indicator 11	Change in current liabilities vs. change net assets	(0.93)	0.13	0.05	(0.19)	0.03
Indicator 12	\$ flow from operations/charges from services	(1.65)	(0.12)	0.35	0.34	0.52
Indicator 13	Salaries as a percentage of operating expenses	15.9%	17.8%	21.4%	18.0%	28.0%
Indicator 14	Benefits as a percentage of operating expenses	7.3%	6.6%	10.7%	10.6%	14.7%

Fiscal Year						
2007	2008	2009	2010	2011		
					Current Ratio - (Current Assets/Current Liabilities)	Indicator 1
2.89	3.25	2.84	3.76	3.42		
					Asset Turnover (Charges for svcs/capital assets)	Indicator 2
13.6%	14.9%	16.1%	16.5%	16.1%		
					Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	Indicator 3
0.25	0.28	0.33	0.34	0.35		
					Depreciation Expense - (Depreciation Expense/Total	Indicator 4
3.1%	3.2%	3.5%	3.4%	3.4%		
					Change in net assets (Change in net assets/charges for svcs)	Indicator 5
0.47	0.28	(0.14)	0.07	0.34		
					Change in net assets vs. total assets	Indicator 6
5.8%	3.7%	-1.9%	1.0%	4.7%		
					Change in net assets vs. operating cash flow	Indicator 7
1.15	0.54	(0.23)	0.14	0.55		
					Debt repayment	Indicator 8
0.03	0.03	0.00	(0.10)	0.02		
					Operating \$ flow vs. change in net assets	Indicator 9
0.87	1.85	(4.30)	7.08	1.82		
					Change in current assets vs. change in net assets	Indicator 10
(0.29)	0.94	0.28	1.48	0.10		
					Change in current liabilities vs. change net assets	Indicator 11
(0.24)	0.20	(0.19)	(0.59)	0.10		
					\$ flow from operations/charges from services	Indicator 12
0.41	0.52	0.59	0.52	0.62		
					Salaries as a percentage of operating expenses	Indicator 13
26.0%	28.1%	30.2%	31.3%	31.5%		
					Benefits as a percentage of operating expenses	Indicator 14
14.8%	15.7%	17.6%	19.0%	18.4%		



**SOLID WASTE FUND**

The tables below illustrate significant financial trend performance indicators.

		<b>Fiscal Year</b>				
		<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Indicator 1	Current Ratio - (Current Assets/Current Liabilities)	1.64	1.28	5.98	6.64	1.89
Indicator 2	Asset Turnover (Charges for svcs/capital assets)	10.25	5.62	8.66	6.35	3.21
Indicator 3	Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	0.06	0.16	0.36	0.24	(0.07)
Indicator 4	Depreciation Expense - (Depreciation Expense/Total	0.33	0.14	0.36	0.26	0.14
Indicator 5	Change in net assets (Change in net assets/charges for svcs)	(0.07)	0.04	0.30	0.18	(0.18)
Indicator 6	Change in net assets vs. total assets	(0.27)	0.11	0.62	0.23	(0.32)
Indicator 7	Change in net assets vs. operating cash flow	(0.65)	0.21	0.83	0.66	(7.29)
Indicator 8	Debt repayment	0.24	0.00	0.11	0.31	1.33
Indicator 9	Operating \$ flow vs. change in net assets	(1.54)	4.76	1.21	1.52	(0.14)
Indicator 10	Change in current assets vs. change in net assets	0.75	0.77	0.70	1.44	2.01
Indicator 11	Change in current liabilities vs. change net assets	(0.02)	1.25	(0.20)	0.18	(0.21)
Indicator 12	\$ flow from operations/charges from services	0.11	0.18	0.36	0.27	0.02
Indicator 13	Salaries as a percentage of operating expenses	26.3%	26.5%	30.4%	28.7%	22.7%
Indicator 14	Benefits as a percentage of operating expenses	12.9%	10.9%	15.4%	16.9%	11.5%
Indicator 15	Cost per ton hauled	\$ 142.89	\$ 118.08	\$ 91.74	\$ 92.33	\$ 146.16

Fiscal Year						
2007	2008	2009	2010	2011		
					Current Ratio - (Current Assets/Current Liabilities)	Indicator 1
2.08	1.90	1.29	2.62	3.92		
					Asset Turnover (Charges for svcs/capital assets)	Indicator 2
3.25	4.12	4.53	7.81	19.43		
					Operating Income (Loss) - Op Income (loss)/Chgs 4 Svcs.	Indicator 3
0.17	0.17	(0.03)	0.09	0.23		
					Depreciation Expense - (Depreciation Expense/Total Change in net assets (Change in net assets/charges for svcs))	Indicator 4
0.28	0.39	0.40	0.70	1.38		
					Change in net assets vs. total assets	Indicator 5
0.02	0.04	(0.12)	0.01	0.10		
					Change in net assets vs. operating cash flow	Indicator 6
0.04	0.09	(0.28)	0.05	0.30		
					Debt repayment	Indicator 7
0.10	0.15	(0.86)	0.12	0.30		
					Operating \$ flow vs. change in net assets	Indicator 8
0.34	0.25	0.62	0.34	0.11		
					Change in current assets vs. change in net assets	Indicator 9
10.20	6.79	(1.16)	8.66	3.36		
					Change in current liabilities vs. change net assets	Indicator 10
0.53	(0.39)	0.26	(0.28)	0.91		
					\$ flow from operations/charges from services	Indicator 11
(0.22)	0.04	(0.29)	(5.28)	(0.01)		
					Salaries as a percentage of operating expenses	Indicator 12
0.25	0.29	0.13	0.13	0.33		
					Benefits as a percentage of operating expenses	Indicator 13
29.9%	29.6%	23.9%	27.7%	31.5%		
					Cost per ton hauled	Indicator 14
16.6%	16.5%	14.9%	16.5%	18.5%		
\$ 155.16	\$ 165.87	\$ 211.52	\$ 192.01	\$ 175.69		Indicator 15

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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	6,515
California ISO	Utilities	600
MAXIMUS	Health Services	550
City of Folsom	Government Entities	461
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 2009 through FY 2012 Budgets and the proposed FY 2012-13 Budget. All positions are listed as full-time equivalent except for City Council which is listed as number of members.

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<b>City Council</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 City Council</b>	<b>5.00</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	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	1.00
<b>Public Information</b>					
Public Information Officer	0.75	1.00	1.00	1.00	1.00
Marketing & Graphics Coordinator	-	1.00	-	-	-
Marketing & Graphics Coord - PPT	-	-	-	-	0.25
<b>Total City Manager</b>	<b>3.75</b>	<b>5.00</b>	<b>6.25</b>	<b>6.00</b>	<b>5.25</b>
<b>City Attorney</b>					
City Attorney	1.00	1.00	1.00	1.00	1.00
Deputy/Asst 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	1.00
Legal Secretary	1.00	1.00	1.00	-	-
Safety Officer	1.00	1.00	-	-	-
<b>Total City Attorney</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</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	-	-	-
Animal Control Officer	-	1.00	-	-	-
<b>Facility Services</b>					
Facilities Maintenance Supervisor	1.00	1.00	-	-	-
Maintenance Worker I/II	1.00	1.00	-	-	-
Senior Building Tradesworker	1.00	1.00	-	-	-
<b>Geographic Information Services</b>					
GIS Analyst	1.00	1.00	-	-	-

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<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>11.00</b>	<b>12.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>City Clerk</b>					
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	1.00
Deputy City Clerk	1.00	1.00	-	-	-
Senior Office Assistant	0.50	0.50	1.00	-	-
<b>Total City Clerk</b>	<b>3.50</b>	<b>3.50</b>	<b>3.00</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	1.00
Administrative Assistant	1.00	1.25	1.00	1.00	1.00
Management Analyst	1.00	-	-	-	-
<b>Building</b>					
Administrative Assistant	1.00	1.00	-	-	-
Building Inspector I/II	5.50	4.00	3.00	2.00	2.00
Building Plans Coordinator	1.00	-	-	-	-
Building Technician I/II	2.00	2.00	2.00	3.00	3.00
Building/Plan Checker I/II	3.00	3.00	1.00	-	-
Chief Building Official	1.00	1.00	1.00	1.00	1.00
Plan Check Engineer	1.00	1.00	1.00	1.00	1.00
Senior Building Inspector	-	-	-	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00
<b>Code Enforcement</b>					
Code Enforcement Officer I/II - LT	-	1.00	1.00	-	-
Code Enforcement Officer I/II	1.00	-	-	1.00	2.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00	-
Code Enforcement Technician	1.00	1.00	-	-	-
<b>Engineering</b>					
Arborist	-	-	-	-	1.00
Associate Civil Engineer	0.50	0.50	-	1.00	1.00
Associate Civil Engineer/City Surveyor	1.00	1.00	1.00	-	-
Construction Inspector I/II	2.00	2.00	2.00	2.00	1.00
Principal Civil Engineer	1.00	1.00	1.00	1.00	1.00

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<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	-	-	-	-
Lighting & Landscape District Manager	1.00	-	-	-	-
<b>Municipal Landscaping</b>					
Administrative Assistant	-	0.25	-	-	-
Arborist - LT	-	1.00	-	-	-
Maintenance Specialist	-	3.00	-	-	-
Maintenance Supervisor	-	1.00	-	-	-
Maintenance Worker I/II	-	1.00	-	-	-
Lighting & Landscape District Manager	-	1.00	-	-	-
<b>Planning</b>					
Arborist	1.00	-	-	1.00	-
Arborist - LT	-	-	1.00	-	-
Building Tradesworker I/II	-	-	-	-	1.00
Planner I (Asst)/Planner II (Associate)	1.00	-	-	0.50	1.00
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	1.00	1.00	1.00	1.00	1.00
<b>Total Community Development</b>	<b>34.00</b>	<b>33.00</b>	<b>21.00</b>	<b>21.50</b>	<b>22.00</b>
<b>Finance</b>					
<b>Administration</b>					
Chief Financial Officer/Finance Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	-
<b>Budget and Evaluation</b>					
Budget & Evaluation Manager	1.00	1.00	-	-	-
<b>Disbursements</b>					
Disbursements Specialist	2.00	2.00	3.00	3.00	3.00
Disbursements Technician	1.00	2.00	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	-	-	-	-
Financial Analysis & Reporting Manager	1.00	-	-	-	-
Financial Analyst I/II	3.00	3.00	-	-	-
<b>Revenue</b>					
Revenue Technician I/II	4.00	4.00	4.00	5.00	3.00
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

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<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	3.00
Financial Services Manager	-	-	1.00	1.00	1.00
<b>Geographic Information Services</b>					
GIS Analyst	-	-	1.00	1.00	-
<b>Information Systems</b>					
Information Systems Supervisor	-	-	1.00	1.00	1.00
Information Systems Technician I/II	-	-	4.00	4.00	4.00
<b>Total Finance</b>	<b>20.00</b>	<b>19.00</b>	<b>24.00</b>	<b>24.00</b>	<b>20.00</b>
<b>Fire Department</b>					
<b>Administration</b>					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Account Clerk	-	-	-	1.00	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	1.00	1.00	1.00	-	-
Senior Equipment Mechanic	-	-	-	1.00	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	3.00
Fire Captain Suppression	15.00	15.00	15.00	12.00	12.50
Fire Engineer	15.00	15.00	15.00	14.00	12.00
Firefighter	32.00	32.00	25.00	25.00	27.00
Paramedic	2.00	2.00	1.00	1.00	1.00
Senior Equipment Mechanic	1.00	1.00	1.00	-	-
<b>Emergency Preparedness</b>					
Fire Division Chief (Fire Marshal)	-	-	-	1.00	1.00
Deputy Fire Marshal	-	-	-	1.00	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	0.50
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>78.00</b>	<b>79.00</b>	<b>69.00</b>	<b>64.00</b>	<b>63.00</b>

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<b>Human Resources</b>					
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Personnel Technician I/II	3.00	3.00	3.00	4.00	3.00
Senior Management Analyst	2.00	2.00	2.00	1.00	1.00
Senior Office Assistant - PPT	0.75	-	-	-	-
<b>Total Human Resources</b>	<b>6.75</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>
<b>Intergovernmental Affairs &amp; Economic Development</b>					
Director of Intergovernmental Affairs & Economic Development	1.00	1.00	-	-	-
Senior Office Assistant	0.50	0.50	-	-	-
<b>Total Intgovtl Affairs &amp; Economic Dev</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Library</b>					
Library Director	1.00	1.00	1.00	-	-
Librarian	3.00	2.00	1.00	2.00	2.00
Library Assistant	6.00	6.00	5.00	4.00	3.00
Library Assistant PPT	-	-	0.50	1.00	1.00
Library Supervisor	1.00	1.00	1.00	1.00	1.00
Library Technician	4.00	4.00	4.00	3.00	3.00
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Library</b>	<b>16.00</b>	<b>15.00</b>	<b>13.50</b>	<b>12.00</b>	<b>11.00</b>
<b>Parks &amp; Recreation</b>					
<b>Administration</b>					
Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	2.00	2.00	2.00	2.00
Marketing & Graphics Coordinator	-	1.00	-	1.00	-
Marketing & Graphics Coord - PPT	-	-	-	-	0.50
Office Assistant I/II	-	2.00	1.00	1.00	-
Senior Management Analyst	1.00	1.00	1.00	1.00	1.00
Senior Office Assistant	-	1.00	1.00	1.00	1.00
<b>Park Maintenance</b>					
Maintenance Specialist	9.00	5.00	5.00	4.00	4.00
Maintenance Supervisor	2.00	1.00	1.00	1.00	-
Maintenance Worker I/II	3.00	2.00	-	1.00	1.00
Parks Maintenance Manager	-	-	-	-	1.00
Senior Maintenance Worker	2.00	2.00	2.00	2.00	2.50
Senior Office Assistant	1.00	-	-	-	-
<b>Park Development</b>					
Park Planner I/II	1.00	-	-	1.00	-
Park Planner I/II - LT	-	1.00	-	-	-
Park Planning Manager	1.00	1.00	1.00	1.00	-
Senior Park Planner	-	-	-	-	1.00
<b>Trails</b>					
Senior Park Planner	1.00	1.00	1.00	1.00	1.00



	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<b>Parks &amp; Recreation (cont.)</b>					
<b>Zoo</b>					
Assistant Zookeeper/Zookeeper I - PPT	1.90	0.60	0.60	0.60	-
Assistant Zookeeper/Zookeeper I	3.00	3.00	3.00	3.00	4.00
Cashier - PPT	0.60	0.60	0.60	0.60	-
Lead Zookeeper	-	-	-	-	1.00
Zoo Education Coordinator I/II	2.00	-	-	-	-
Zoo Education Coordinator I/II - PPT	0.80	-	-	-	-
Zoo Gift Shop Coordinator - PPT	0.70	-	-	-	-
Recreation Coordinator I - Limited Term	-	1.00	1.00	1.00	-
Recreation Coordinator I - PPT	-	-	-	-	0.70
Zoo Manager	1.00	0.80	0.80	0.80	-
Zoo Supervisor	1.00	1.00	1.00	1.00	0.80
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	0.50	0.50	0.50	-
Recreation Manager	-	-	-	-	0.50
Recreation Supervisor	0.25	0.50	0.50	0.50	0.50
Senior Maintenance Worker	1.00	1.00	-	-	0.50
Senior Office Assistant	1.00	-	-	-	-
Senior Recreation Coordinator	1.00	0.75	0.75	0.75	0.75
<b>Community Center</b>					
Maintenance Worker I/II	2.00	1.00	1.00	-	-
Recreation Supervisor	0.75	0.50	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	-	-	-	-
Marketing and Graphics Coordinator	1.00	-	-	-	-
Office Assistant I/II	2.00	-	-	-	-
Recreation Manager	1.00	-	-	-	-
Senior Recreation Coordinator	0.50	-	-	-	-
<b>Community &amp; Cultural Services /</b>					
<b>Community Facilities</b>					
Community & Cultural Services Manager	-	-	-	1.00	1.00
Recreation Coordinator I	-	-	-	2.00	2.00
Recreation Coordinator II	-	-	-	2.00	1.00
Recreation Supervisor	-	-	-	1.50	1.00
Senior Recreation Coordinator	-	-	-	1.25	1.00
<b>Recreation Cultural/Community Services</b>					
Community & Cultural Services Manager	1.00	1.00	1.00	-	-
Marketing and Graphics Coordinator	1.00	-	-	-	-
Recreation Coordinator I	1.00	2.00	2.00	-	-

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<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	-	-	-	-
Recreation Supervisor	1.00	1.00	1.00	-	-
Senior Recreation Coordinator	1.00	0.25	0.25	-	-
<b>Recreation / Sports Complex</b>					
Recreation Coordinator I	-	-	-	2.00	2.00
Recreation Coordinator II	-	-	-	0.50	-
Recreation Manager	-	-	-	1.00	0.50
Recreation Supervisor	-	-	-	1.00	0.50
Senior Recreation Coordinator	-	-	-	2.00	2.25
<b>Recreation Sports</b>					
Recreation Coordinator I	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	-	-
Senior Recreation Coordinator	1.00	0.70	0.70	-	-
<b>Recreation and Teen Center</b>					
Maintenance Worker I/II	1.00	1.00	-	-	-
Recreation Coordinator I	0.25	0.60	0.60	-	-
Recreation Coordinator II	2.00	1.05	1.30	-	-
Senior Recreation Coordinator	0.50	1.30	1.30	-	-
<b>Facility Services</b>					
Facilities Maintenance Supervisor	-	-	1.00	1.00	1.00
Maintenance Worker I/II	-	-	1.00	-	-
Senior Building Tradesworker	-	-	2.00	2.00	2.00
Senior Maintenance Worker	-	-	1.00	1.00	-
<b>Municipal Landscaping</b>					
Lighting & Landscape District Manager	-	-	1.00	1.00	1.00
Maintenance Specialist	-	-	3.00	3.00	2.00
Maintenance Supervisor	-	-	1.00	1.00	1.00
Maintenance Worker I/II	-	-	1.00	1.00	-
<b>Total Parks &amp; Recreation</b>	<b>65.55</b>	<b>50.80</b>	<b>53.80</b>	<b>52.80</b>	<b>43.00</b>
<b>Police Department</b>					
<b>Administration</b>					
Police Chief	1.00	1.00	1.00	1.00	1.00
Accounting Technician I/II	1.00	1.00	1.00	-	-
Administrative Assistant	-	-	-	1.00	1.00
Executive Assistant I	1.00	-	-	-	-

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<b>Police Department (cont.)</b>					
<b>Administration (cont.)</b>					
Electronics & Communications Engineer	1.00	1.00	-	-	-
Police Captain	2.00	2.00	1.50	-	-
Police Lieutenant	1.00	-	-	-	-
Police Officer	-	1.00	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00	1.00
<b>Support Services</b>					
Police Commander	-	-	-	1.00	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	12.00	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>Operations</b>					
Police Commander	-	-	-	1.00	1.00
Community Service Officer	3.00	3.00	2.00	2.00	2.00
Mechanic - PPT	0.75	0.75	-	-	-
Police Lieutenant	2.00	3.00	2.00	-	-
Police Officer	57.00	54.00	50.00	39.00	38.00
Police Sergeant	9.00	9.00	9.00	7.00	6.00
<b>Investigations</b>					
Police Commander	-	-	-	1.00	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	9.00	9.00	10.00	9.00
Police Sergeant	3.00	2.00	2.00	2.00	2.00
Property and Evidence Technician	2.00	2.00	2.00	2.00	2.00
<b>Special Services</b>					
Police Commander	-	-	-	1.00	1.00
Animal Control Officer	-	-	1.00	1.00	1.00
Police Officer	-	-	-	11.00	10.00
Police Sergeant	-	-	-	1.00	1.00
<b>Total Police Department</b>	<b>120.25</b>	<b>112.25</b>	<b>103.50</b>	<b>103.50</b>	<b>98.50</b>

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<b>Public Works Department</b>					
<b>Administration / Engineering</b>					
Public Works Director	1.00	1.00	1.00	0.50	0.50
Administrative Assistant	2.00	2.00	2.00	1.00	1.00
Asst Dir of Public Works	-	-	-	-	-
Associate Civil Engineer	2.00	2.00	2.00	2.00	3.00
Assistant Civil Engineer	-	-	-	1.00	1.00
Capital Projects Manager	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	-	-	-	-
PW/Utilities Section Manager	-	-	-	2.00	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	1.00
<b>Fleet Maintenance</b>					
Administrative Assistant	-	-	-	0.50	0.10
Combination Welder	1.00	1.00	-	-	-
Fleet Administrative Officer	1.00	-	-	-	-
Fleet Manager	1.00	1.00	-	-	-
Inventory Clerk	1.00	1.00	1.00	1.00	1.00
Mechanic - PPT	-	-	0.75	-	-
Mechanic	-	-	-	1.00	1.00
Mechanic II	7.00	7.00	6.00	6.00	5.00
Senior Equipment Mechanic	1.00	1.00	1.00	1.00	1.00
<b>Streets</b>					
Maintenance Specialist	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I/II	9.00	6.00	5.00	5.00	4.00
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>Traffic Maintenance</b>					
Maintenance Specialist	3.00	3.00	3.00	3.00	3.00
Maintenance Worker I/II	1.00	-	-	-	-
Senior Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Senior Traffic Control and Lighting Tech	1.00	1.00	1.00	1.00	1.00
Traffic Control and Lighting Supervisor	1.00	1.00	1.00	1.00	1.00
Traffic Control and Lighting Tech I/II	3.00	3.00	3.00	3.00	2.00
Traffic Control Device Technician	1.00	1.00	1.00	1.00	1.00

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<b>Public Works Department (cont.)</b>					
<b>Transit</b>					
Administrative Assistant	-	-	-	-	0.40
Office Assistant I/II	1.00	1.00	1.00	1.50	1.00
Office Assistant I/II - PPT	0.50	-	-	-	-
PW/Utilities Section Manager	-	-	-	1.00	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	-	-	-	-
Transit Chief	1.00	1.00	1.00	-	-
Transit Coordinator	1.00	1.00	0.50	1.00	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>Total Public Works Department</b>	<b>70.70</b>	<b>59.00</b>	<b>54.75</b>	<b>55.50</b>	<b>52.00</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	1.00	-
Construction Inspector I/II	1.00	-	-	-	-
Marketing and Graphics Coordinator	-	-	-	0.50	-
Principal Engineer	1.00	1.00	1.00	-	-
Principal Planner	1.00	1.00	1.00	-	-
Residential Programs Specialist	1.00	-	-	-	-
Senior Planner	-	-	-	1.00	-
<b>Total Redevelopment and Housing</b>	<b>7.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.00</b>	<b>-</b>
<b>Utilities Department</b>					
<b>Administration</b>					
Utilities Director	1.00	1.00	0.50	0.50	0.50
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Civil Engineer	1.00	1.00	1.00	1.00	-
Associate Civil Engineer	1.00	1.00	1.00	1.00	2.00
Engineering Technician I/II	1.00	1.00	1.00	1.00	1.00
Marketing & Graphics Coordinator	-	-	-	0.50	-
Marketing & Graphics Coord - PPT	-	-	-	-	0.25
Office Assistant I/II	1.00	1.00	-	-	-
Principal Engineer	1.00	1.00	1.00	-	-
PW/Utilities Section Manager	-	-	-	2.00	2.00
Senior Civil Engineer	2.00	2.00	2.00	-	-
Senior Construction Inspector	1.00	-	-	-	-

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<b>Utilities Department (cont.)</b>					
<b>Administration (cont.)</b>					
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 Management Coordinator	1.00	1.00	1.00	1.00	-
Water Management Specialist	2.00	2.00	2.00	2.00	-
<b>Wastewater</b>					
Engineering Technician I/II	1.00	1.00	-	-	-
Maintenance Worker I/II	2.00	2.00	1.00	1.00	1.00
Senior Wastewater Collection Technician	2.00	2.00	2.00	2.00	2.00
Utilities Technician	1.00	1.00	1.00	1.00	1.00
Wastewater Collection Supervisor	1.00	1.00	1.00	1.00	1.00
Wastewater Collection Tech I/II	9.00	9.00	10.00	10.00	9.00
<b>Solid Waste Collections</b>					
Administrative Assistant	-	-	-	-	0.50
Refuse Driver	27.00	27.00	27.00	27.00	27.00
Mechanic II	-	-	-	-	1.00
Office Assistant I/II	3.00	3.00	2.00	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	-	-
<b>Hazardous Materials</b>					
Environmental Specialist Supervisor	1.00	1.00	1.00	1.00	1.00
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>Recycling</b>					
Environmental Specialist II	1.00	1.00	0.50	1.00	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>Water Conservation</b>					
Water Management Coordinator	-	-	-	-	1.00
Water Management Specialist	-	-	-	-	2.00
<b>Utility Maintenance</b>					
Construction Inspector I/II	-	-	-	-	1.00
Maintenance Worker I/II	3.00	2.00	1.00	1.00	-
Senior Water Utility Worker - LT	1.00	1.00	-	-	-
Senior Water Utility Worker	-	-	1.00	1.00	1.00
Utility Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Water Utility Worker I/II	4.00	5.00	6.00	6.00	5.00

	FY09 Approved	FY10 Approved	FY11 Approved	FY12 Approved	FY13 Proposed
<b>Utilities Department (cont.)</b>					
<b>Water Treatment Plant</b>					
Lead Plant Mechanic	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I/II	1.00	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
Utilities Manager	1.00	1.00	1.00	-	-
Water Treatment Plant Chief Operator	1.00	1.00	1.00	1.00	1.00
Water Treatment Plant Operator III	3.00	3.00	3.00	3.00	3.00
Water Treatment Plant Supervisor	1.00	1.00	1.00	1.00	1.00
<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	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>Water Metering Program</b>					
Maintenance Worker I/II - LT	3.00	-	-	-	-
Meter Supervisor - LT	1.00	1.00	-	-	-
Utility Maintenance Supervisor	-	-	1.00	1.00	1.00
Water Utility Worker I/II	-	-	-	-	3.00
<b>Total Utilities Department</b>	<b>99.00</b>	<b>95.00</b>	<b>91.50</b>	<b>89.00</b>	<b>90.25</b>
<b>Total Staffing Positions</b>	<b>547.50</b>	<b>506.55</b>	<b>460.80</b>	<b>451.30</b>	<b>422.00</b>

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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

SRFECC: Sacramento Regional Fire/EMS Communications Center

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



