

STRATEGIC PLANNING AND  
FACILITATION ASSISTANCE

CITY OF ANGELS CAMP, CA

FEBRUARY 23, 2023



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## **EXECUTIVE SUMMARY**

Citygate Associates, LLC (Citygate) is pleased to once again serve the City of Angels Camp (City) by presenting this Final Report for Strategic Planning and Facilitation Assistance. The City has experienced several staff changes since Citygate completed its last project for the City in 2020. These changes include a new City Council, a new City Administrator, and a new Finance Director. In addition to the impacts of the COVID-19 pandemic, these changes make the City's decision to complete a strategic planning process timely and wise.

The scope of Citygate's work included:

- ◆ Extensive document and information review, as well as interviews with Councilmembers and staff, to gauge current operational efficiency and identify any additional issues and opportunities.
- ◆ Development of community and staff surveys to assist in identifying general and operational issues/priorities and the associated development of Council priorities.
- ◆ Reviewing the City's current fiscal condition at a high level to identify present opportunities and challenges.
- ◆ Completing a full-day, comprehensive, on-site public workshop with Council and staff to develop a five-year strategic plan.
- ◆ Assistance with developing a five-year strategic plan document.

The primary purpose of the City, as is the case with all municipalities, is to focus efforts and budgets on that which benefits the community. Strategic planning helps to meet this overarching purpose. Strategic planning is defined as “the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future.”<sup>1</sup>

The strategic planning process used for the workshop was based on similar strategic planning processes used by Citygate in other jurisdictions, tailored to meet the City's operational environment. The process began with the review of the requested operational documents provided by the City. Based on this review and other pertinent research, interviews were conducted with Council and staff to fine tune Citygate's understanding of current operations. Citygate then developed, with City assistance, community and employee surveys to identify service satisfaction, priorities, and strengths, weaknesses, opportunities, and threats as seen by the community and City employees. The surveys were made available to the community and employees over an

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<sup>1</sup> Nolan, Timothy M., Leonard D. Goodstein, and Jeannette Goodstein. *Applied Strategic Planning, An Introduction*. John Wiley and Sons, Inc. San Francisco. 2008.

approximately 60-day period. Citygate received 234 community responses and 21 employee responses. The responses were presented to Council and staff during the strategic planning workshop and were used by the Council and staff to complete the strategic planning process. These surveys are discussed in **Section 3** of this report and complete survey summaries are provided in **Appendix A** and **Appendix B**.

### ***HIGH-LEVEL FISCAL REVIEW***

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Citygate also conducted a high-level fiscal review to identify major fiscal issues impacting the strategic planning process. The total Citywide FY23 budgeted expenditures totaled approximately \$14.9 million, with anticipated revenues of approximately \$16.4 million, resulting in an estimated Citywide operating surplus of approximately \$1.5 million. The FY23 Citywide budgeted revenue is approximately 8.2 percent above prior year unaudited actual revenues, due primarily to success in solicitation and receipt of various grants. The Citywide budgeted expenditures are approximately 5.7 percent above actual prior year unaudited expenditures, due primarily to estimated capital and other one-time expenditures to improve Citywide operational efficiencies. Approximately \$5 million of the approximately \$16.4 million budgeted revenue and approximately \$5.4 million of the approximately \$14.9 budgeted expenditure for FY23 pertain to the General Fund. Per staff, the anticipated General Fund operating deficit will be addressed using available reserves or fund balance in the General Fund. The City had an estimated FY22 unaudited, unassigned fund balance reserve in the General Fund of approximately \$4.5 million. At the end of FY23, General Fund unassigned fund balance reserves are estimated to be approximately \$4.1 million, or approximately 75 percent of General Fund expenditures. This equates to more than nine months of estimated annual expenditures, which places the City's General Fund in a fairly strong financial position.

### ***STRATEGIC PLANNING PROCESS OUTCOMES***

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Based on the community and employee surveys, the top five mutual priorities include the following.

- ◆ New Development
- ◆ Community/Affordable Housing Programs
- ◆ New Businesses and Business Friendly
- ◆ New/Improving Parks
- ◆ City Infrastructure Upkeep (Utilities, Streets, Landscape)

The strategic planning workshop structure consisted of a presentation defining the strategic planning process and high-level fiscal review, in addition to various interactive exercises. Based on the workshop, the City finalized the following Strategic Plan elements.

### **Vision Statement**

*Dedicated to preserving our rich history and providing a safe and thriving community that is devoted to families, businesses, and visitors.*

### **Mission Statement**

*To provide municipal services, infrastructure, and a high quality of life through trusted leadership, accountability, and efficiency for the benefit of our community.*

### **Primary Guiding Priorities**

- *Fiscal Stability*
- *Economic Development*
- *Technology*
- *Infrastructure*
- *Public Safety*

### **Values**

- *Efficiency*
- *Accountability*
- *Resiliency*
- *Proactivity*
- *Trust*
- *Innovation*

### **Strategic Planning Objectives**

Identifying appropriate and effective strategic objectives is an extremely time extensive process. To meet the time constraints of this project, Citygate used the existing objective/goals identified in the City's General Plan, which was updated November 2021. Indeed, the City had already exhaustively developed objectives/goals through extensive research and community and staff input as required by the State. Citygate summarized the General Plan objectives/goals in an Excel spreadsheet and assisted the Council in prioritizing them for the next five-year period via three tiers. The tiers included:

- ◆ **Tier 1 Urgent** – The highest maximum priority, which should be completed within the first quarter of the year

- ◆ **Tier 2 High Priority** – Should be completed within the second or third quarter of the year.
- ◆ **Tier 3 Medium/Low Level “Normal” Priority** – Should be complete by the end of the year.

Out of the 64 General Plan goals/objectives presented at the workshop, Council and staff identified 20 goals/objectives to be completed in the first year of the strategic plan. For the purposes of this report, Citygate assumes the first year to be FY23. The goals/objectives are listed in **Section 3**.

A critical component of effective strategic planning is the implementation, monitoring, updating, and reporting process. A major hinderance to successful strategic planning is the lack of follow through once the strategic plan has been developed. Consequently, a matrix should be established to help monitor the objective of the strategic plan. Examples of items which should be included in the matrix include the following:

- ◆ Revenue allocation – Yes or no and, if yes, define the source(s)
- ◆ Fiscal Impact – Yes or no and, if yes, dollar impact, funding source, etc.
- ◆ Specific action items (tasks) necessary to achieve the objective; should be five or less
- ◆ Responsible department(s)
- ◆ Responsible lead(s)
- ◆ If extension is required (including why, with a new date)
- ◆ Whether it is a multi-year/ongoing objective
- ◆ When the task or objective was complete (and whether it was on time)
- ◆ Notes

These matrix and task components were not included in the scope of this project due to the time that would be required and the complexity of development of an effective implementation plan. If desired, Citygate can provide a proposal to assist the City to complete an effective implementation plan.

To assist with the responsibility component of the strategic plan, per the project scope, Citygate has provided **Appendix D**, a monitoring and responsibility template, which could be used to help structure the preliminary monitoring component.

Overall, Citygate identified seven recommendations, which are listed throughout this report and compiled in **Section 5**.

## **SECTION 1—INTRODUCTION**

In May 2022, Citygate Associates, LLC (Citygate) was hired by Angels Camp (City) to provide strategic planning and facilitation assistance for the development of a five-year strategic plan. This introductory section discusses the project scope, the methodology, and analyses used by Citygate to complete the project. The remaining sections of the report include:

- ◆ **Section 2—Strategic Plan Development Process**
- ◆ **Section 3—Strategic Planning Workshop Outcomes**
- ◆ **Section 4—Draft Strategic Plan Document Template**
- ◆ **Section 5—Summary of Recommendations**

Applicable findings and recommendations are reflected this report.

### **1.1 PROJECT SCOPE**

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The following outlines the general scope of the project:

Completion of an orientation meeting by videoconference to ensure common understanding of the project and tasks.

- ◆ Extensive document and information review, as well as interviews with Councilmembers and staff, to gauge current operational efficiency and identify any additional issues and opportunities.
- ◆ Development of community and staff surveys to assist in identifying general and operational issues/priorities and the associated development of Council priorities.
- ◆ Reviewing the City’s current fiscal condition at a high level to identify present opportunities and challenges.
- ◆ Completing a full-day, comprehensive, on-site public workshop with Council and staff to develop a five-year strategic plan.
  - Defining strategic planning, including benefits and pitfalls
  - Presenting and discussing community and staff input from surveys
  - Presenting a high-level fiscal review of the City
  - Developing vision and mission statements for the City
  - Identifying values embraced by the City



- Identifying core Council priorities
- Identifying and prioritizing City strategic goals
- ◆ Assistance with developing a five-year strategic plan document.
  - Assistance with identifying tasks and responsibility assignments to achieve established strategic goals and objectives
  - Assistance with developing a process to monitor task completion and identify necessary revisions, including an updating process

Citygate provides a Goal Verification Worksheet template which incorporates the items approved by Council at the workshop as **Appendix C**. A more comprehensive implementation plan, including specified tasks, timelines, success metrics, etc., is outside the scope of this project. If desired, Citygate can provide a proposal to assist the City to complete an effective implementation plan.

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## **1.2 PROJECT METHODOLOGY AND ANALYSES**

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Citygate reviewed numerous requested documents provided by the City, interviewed all members of the City Council, the City Administrator, and the department head or acting department head from planning, fire, police, public works, and finance. Citygate also researched strategic plans and operations of similarly sized agencies to develop an effective strategic planning workshop structure that would not overwhelm the Council; this was the first structured strategic planning process for the relatively new Council. Citygate found the Council in general agreement regarding strengths in the City and areas where improvements are needed.

### **1.2.1 High-Level Fiscal Review**

The City contains a population of approximately 3,700, per the California Department of Finance 2022 population estimate, with 38 FTEs providing municipal services, which include police, fire, public works, planning, general administration, etc., not unlike other similarly sized cities. These services are supported by a total (all funds) FY23 expenditure budget of approximately \$14.9 million and revenues of approximately \$16.4 million, resulting in an estimated Citywide operating surplus of approximately \$1.5 million. The FY23 Citywide budgeted revenue is approximately 8.2 percent above prior year unaudited actual revenues, due primarily to success in solicitation and receipt of various grants. The Citywide budgeted expenditures are approximately 5.7 percent above actual prior year unaudited expenditures, due primarily to estimated capital and other one-time expenditures to improve Citywide operational efficiencies. This information, along with summarized historical financial activity for other fiscal years, is reflected in the following table. The prior year (FY22) comparison information is based on unaudited financial data provided by City staff because the annual audit had not been completed as of the writing of this report. Based

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on discussions with staff, the City has experienced issues related to high turnover in the Finance Department, which has resulted in late and potentially inaccurate identification and reporting of financial information in the past few years. The current Finance Director has only been with the City since May 2022 and is still getting acclimated to City finances. This situation required the City Administrator, who was also relatively new, to take the lead role in compilation of the FY23 budget document. Turnover issues such as those experienced by the City are one of the primary factors that make technology extremely important to ensure the timeliness and accuracy of critical financial activity reporting and should be a high priority for the City. Citygate has discovered that a significant investment in technology has only recently (FY23 budget) been identified. Citygate recommends that the technology update plans be implemented as soon as possible.

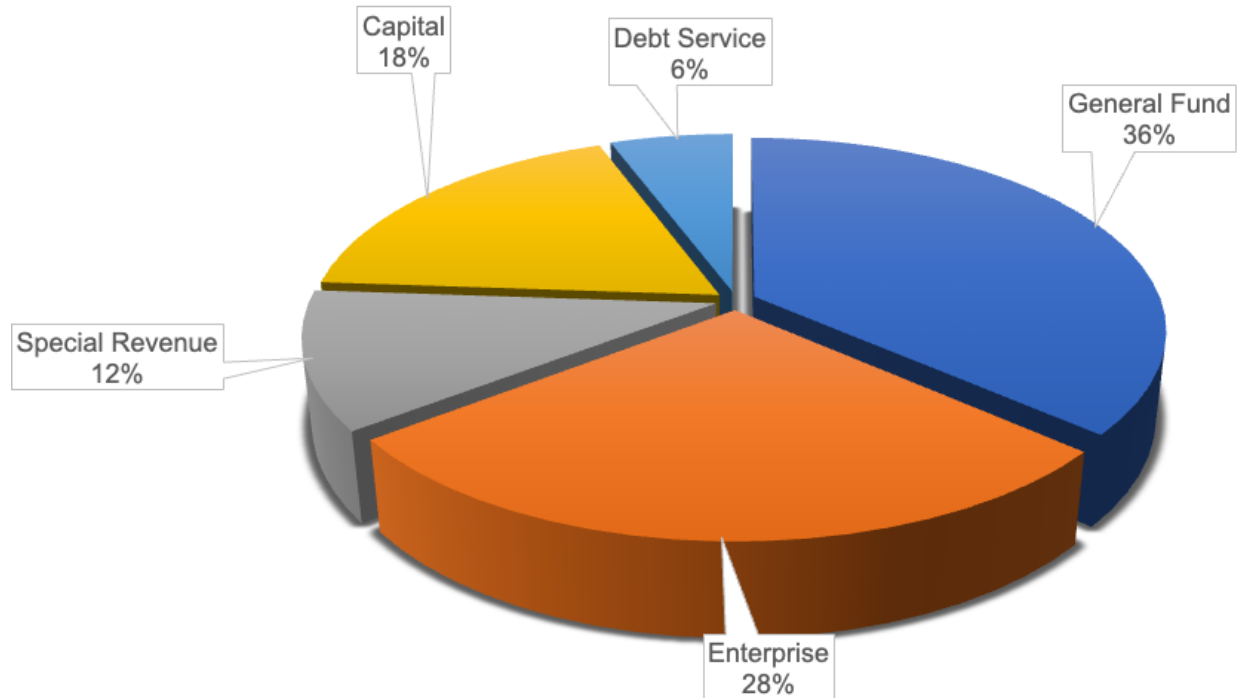
**Table 1—Angels Camp Financial Summary – All Funds**

<b>Financial Component</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Actual (Unaudited)</b>	<b>FY23 Budget</b>
Tax Revenue	\$2,852,711	\$3,186,688	\$4,078,016	\$4,060,721	\$4,201,500
All Other Revenues	\$7,367,705	\$7,561,434	\$9,644,941	\$11,113,221	\$12,214,163
Total Revenues	\$10,220,416	\$10,748,122	\$13,722,957	\$15,173,942	\$16,415,663
Expenditures	\$8,802,065	\$9,524,450	\$11,388,917	\$14,078,762	\$14,875,089
Net Operating Income/(Loss)	\$1,418,351	\$1,223,672	\$2,334,040	\$1,095,180	\$1,540,574
Ending Total Fund Balance / Retained Earnings	\$23,567,691	\$24,831,322	\$19,804,816	\$20,899,996	\$22,440,570
Ending Unassigned Fund Balance /Retained Earnings	\$8,396,310	\$9,124,627	\$7,863,339	\$8,958,519	\$10,499,093
Unrestricted Cash Balance (Excluding Agency Funds)	\$11,731,647	\$12,735,118	\$15,670,921	\$16,766,101	\$18,306,675

Source: Actuals per ACFR; budget per budget document; population DOF E-5 (FY23 est.)

The following figure is a breakdown of the FY23 budget by fund type.

**Figure 1—FY23 Budgeted Expenditures by Fund Type**



Approximately \$5 million of the approximately \$16.4 million budgeted revenue and approximately \$5.4 million of the approximately \$14.9 budgeted expenditure for FY23 pertain to the General Fund. Per staff, the anticipated General Fund operating deficit will be addressed using available reserves or fund balance in the General Fund. The City had an estimated FY22 unaudited, unassigned fund balance reserve in the General Fund of approximately \$4.5 million, shown in the following table. Unassigned fund balance reserves represent funds available for emergencies and other priorities of the City. Best practice dictates that unassigned fund balance reserves be used for one-time and/or strategic priorities and not ongoing operations. At the end of FY23, General Fund unassigned fund balance reserves are estimated to be approximately \$4.1 million, or approximately 75 percent of General Fund expenditures. This equates to more than nine months of estimated annual expenditures. Although the appropriate level of General Fund reserves is determined by several factors, including a risk assessment of the agency, as a best practice, the Government Finance Officers Association (GFOA) recommends that agencies maintain at least 17 percent of annual General Fund revenues or expenditures as an unassigned fund balance reserve. This would represent approximately two months of annual activity.<sup>2</sup> Per, PFM, a financial advisor firm, Moody’s rating agency generally looks for a General Fund unassigned fund balance level of

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<sup>2</sup> <https://www.gfoa.org/materials/fund-balance-guidelines-for-the-general-fund>

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between 15 percent and 30 percent to support an Aa rating.<sup>3</sup> Consequently, this places the City’s General Fund in a fairly strong financial position at this time. This is a major financial improvement over its financial condition during the fiscal analysis performed by Citygate in 2018, even with the adverse impacts of COVID-19.

FY23 General Fund revenues are relatively flat when compared to the prior year, due primarily to revenue increases resulting from sales and property taxes being offset by ARPA funds, which were received in the prior year and are not repeating in FY23. General Fund FY23 estimated expenditures are approximately \$781,000, or 16.8 percent higher than the prior year’s unaudited actual total, due primarily to additional one-time funding being provided for areas such as city hall renovations, technology upgrades necessary to improve overall operational efficiency, and consultant services necessary for various capital projects completion. The use of unassigned fund balance reserves for these types of one-time expenses is considered a best practice.

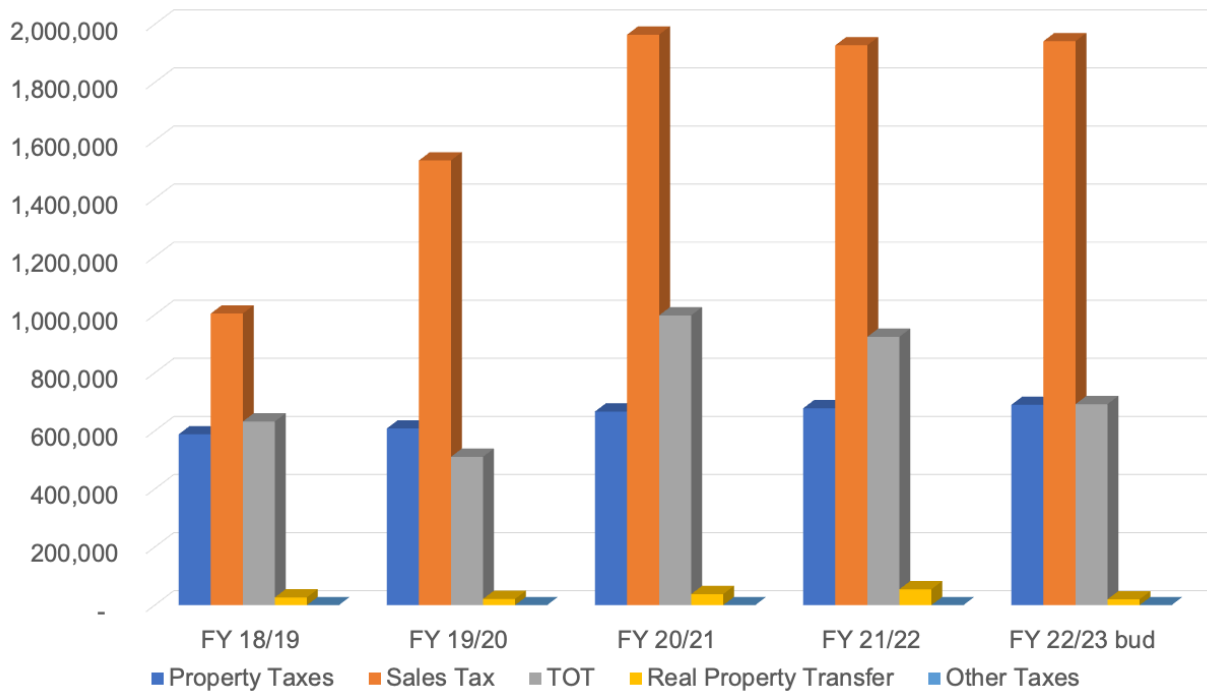
**Table 2—Angels Camp Financial Summary – General Fund**

<b>Financial Component</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Actual (Unaudited)</b>	<b>FY23 Budget</b>
Tax Revenue	\$2,251,584	\$2,671,924	\$3,667,367	\$3,584,342	\$3,344,000
All Other Revenues	\$1,800,172	\$1,695,623	\$1,802,968	\$1,466,708	\$1,696,344
Total Revenues	\$4,051,756	\$4,367,547	\$5,470,335	\$5,051,051	\$5,040,344
Expenditures	\$3,512,961	\$3,883,398	\$3,502,948	\$4,637,720	\$5,418,957
Net Operating Income/(Loss)	\$538,795	\$484,149	\$1,967,387	\$413,331	\$(378,613)
Ending Total Fund Balance	\$2,126,384	\$2,610,530	\$4,577,916	\$4,991,247	\$4,612,634
Ending Unassigned Fund Balance	\$1,632,942	\$2,041,181	\$4,040,200	\$4,453,531	\$4,074,918
Unrestricted Cash Balance (Excluding Agency Funds)	\$1,727,552	\$1,917,715	\$3,715,567	\$4,128,898	\$3,750,285

The following figure reflects the tax revenue sources collected in the General Fund. The increases in sales taxes between fiscal years 2020 and 2021 represents the approval of a ½-cent sales tax increase by the voters and a two-percent increase in the transient occupancy tax (TOT) also approved by the voters. The decline in TOT estimated for FY23 consists primarily of a change from prior years of the allocation methodology implemented by the City, which allocates more of the TOT collected to funds other than the General Fund to support various operations.

<sup>3</sup> <https://synopsis.pfm.com/resources/whitepapers/best-practices-in-fund-balance>

**Figure 2—General Fund Tax Revenue by Category**



During its fiscal review, Citygate identified several improvements that have been implemented by the City that have helped to strengthen its financial position.

- ◆ Passing of the ½-cent sales and transaction tax ballot measure in 2018 to improve fiscal health
- ◆ Increasing the TOT from 10 percent to 12 percent to improve fiscal health
- ◆ Water/Wastewater rate increases to cover cost of service in 2019
- ◆ Establishing reserve policies and adherence steps to enhance ability to address fiscal emergencies
- ◆ Upgrading technology
- ◆ General fees and charges revisions to provide better coverage of service provision costs
- ◆ Use of Federal and State COVID-19 relief

This resulted in:

- ◆ 14 months unassigned fund balance in the General Fund (FY21)
- ◆ 10 months unreserved retained earnings in the Sewer Fund (FY21)

- ◆ 42 months unreserved retained earnings in the Water fund (FY21)

Conversely, Citygate also identified several fiscal issues that need to be addressed.

- ◆ *Financial system capability limitations.* The City’s FY23 budget includes funding to upgrade the current financial hardware and software, which will help address this issue.
- ◆ *Tenure/experience (structure) of Finance Department employees.* The amount of Finance Department turnover experienced over the last couple of years has caused uncertainty related to compilation and reporting of financial information.
- ◆ *Timeliness of financial reports/updates.* Timeliness and accuracy of financial reporting is crucial for policy makers and staff to make effective operational decisions. Citygate would recommend that increased resources (e.g., training, additional staff, technology) be provided to support the Finance Department to help address this issue. The City has already included additional technology funding in its FY23 budget, which should help.
- ◆ *Manual workaround processes developed by staff to address system issues are still in place.* The increase of technology funding in FY23 should help address this issue.
- ◆ *Remaining COVID-19 fiscal impacts.* Although the impacts of COVID are waning, some fiscal impacts remain and should be monitored to help development of plans to address impacts now that the Federal and other relief funding is more limited.
- ◆ *Lack of comprehensive written fiscal policies.* A critical factor in achieving budget stabilization is the establishment of and compliance with comprehensive, formal, written financial accounting policies and procedures. Although the City does include policy statements as a part of the FY23 budget document, they are not formal polices as recommended by the GFOA. These financial policies and procedures include payroll, accounts payable, cash handling, accounts receivable, purchasing, etc. Best practice policies and procedures that are monitored regularly to ensure compliance helps staff plan their workload more efficiently. Citygate has included a fiscal policy template, which includes the GFOA recommended structure, as **Appendix E** Traditionally, such documentation has taken the form of a financial and accounting policies and procedures manual. The manual should be readily available to employees either in hard copy or in a searchable, electronic format on an employee portal or intranet site. To reduce fraud, the GFOA recommends this manual not be posted on an external website.<sup>4</sup> The GFOA has

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<sup>4</sup> <https://www.gfoa.org/materials/policies-and-procedures-documentation>

developed approximately 200 best practice recommendations related to municipal financial operations. Citygate recommends that City staff review this list and use it as a guide when developing written policies.<sup>5</sup>

- ◆ *Lack of long-term fiscal planning model.* As a part of its Citywide review in 2018, Citygate developed and provided to the City a basic financial plan model that could be used by the City. The basic purpose of the model was to assist the City in maintaining a long-term focus when developing strategies and implementing financial decisions. The model reflected financial operational information relating to previous years, the current year, and projections for the next five years. The model was developed using MS-Excel, which could be amended by the City as needed based on financial assumptions as determined by the City. Considering the turnover in the Finance Department since 2018, it is Citygate’s understanding that the financial plan model has not been utilized. The use of this model was a Citygate recommendation in 2018 and continues to be recommended. If desired by the City, Citygate can provide training to the new Finance Director related to the financial plan model previously provided.
  
- ◆ *Lack of departmental performance measures as a part of the budget development process.* A budget development best practice noted by GFOA is the inclusion of performance measures. GFOA recommends that all organizations identify, track, and communicate performance measures to monitor financial and budgetary status, service delivery, program outcomes, and community conditions.<sup>6</sup> Performance measures should also be developed using the City’s strategic plan as a guide. Examples of how to develop effective performance measures is listed in the GFOA best practices reference provided in this report. Citygate recommends developing departmental performance measures as a part of the annual budget development process with updates at least semiannually.

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<sup>5</sup> <http://www.gfoa.org/best-practices-z>

<sup>6</sup> <http://www.gfoa.org/best-practices-z>

- Recommendation #1:** Increase resources (e.g., training, additional staff, technology) as needed to support the Finance Department to address financial reporting timeliness and accuracy issues to ensure that critical fiscal information is provided to Council and management to make operational decisions.
- Recommendation #2:** Formalize fiscal policies based on the GFOA recommended format per **Appendix E** of this report.
- Recommendation #3:** Review the list of GFOA operational best practices provided in this report and use it as a guide to develop an accounting manual.
- Recommendation #4:** If not already doing so, develop a five-year financial forecast model using the model provided by Citygate as a template.
- Recommendation #5:** Develop departmental performance measures as a part of the annual budget development process, with updates at least semiannually. The structure of the performance measures should meet best practices as recommended by the GFOA.



## **SECTION 2—STRATEGIC PLAN DEVELOPMENT PROCESS**

The primary purpose of the City, as is the case with all municipalities, is to focus efforts and budgets on that which benefits the community. Strategic planning helps to meet this overarching purpose. Strategic planning is defined as “the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future.”<sup>7</sup>

In 2021, the International City/County Managers Association (ICMA)—an internationally recognized agency with the purpose of increasing the proficiency of city managers, county managers, and other local government administrators, and to strengthen the quality of local government through professional management—funded a study focused on strategic planning for small communities. This study identified several benefits of strategic planning, including:

- ◆ Providing clear guidance on the goals of the governing body to the manager.
- ◆ Providing and effective use as a communication device for staff.
- ◆ Communication to employees that what they do is important and has a purpose.
- ◆ Helps local government managers prioritize the work in the organization and the limited financial resources available during the budget process.
- ◆ Helps elected officials make decisions on controversial issues.

The study separated these benefits into three categories or tools.<sup>8</sup>

- ◆ Prioritization – to prioritize and provide effective use of resources.
- ◆ Accountability – through the assignment of lead personnel responsible for achievement of the objective/goal, everyone understands who is responsible.
- ◆ Communication – with regular updates to the public, elected officials, and staff of the plan, helps to maintain operational focus.

Although there are numerous benefits to strategic planning, there are several circumstances and myths that can inhibit the successful execution of strategic planning. While often the more recognizable influencers such as resource limits, budget, unprecedented events (such as disasters) and time constraints can factor into why goals and objectives cannot be accomplished, there are many other, and often more common reasons, why things do not go according to a well-laid plan. Many of these inhibitors are preventable; however, awareness and active attention must be present

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<sup>7</sup> Nolan, Timothy M., Leonard D. Goodstein, and Jeannette Goodstein. *Applied Strategic Planning, An Introduction*. John Wiley and Sons, Inc. San Francisco. 2008.

<sup>8</sup> <https://icma.org/page/strategic-planning-small-communities-managers-manual>

to help avoid some of the less recognizable and human impactors to successfully implement any such plan. Some of these more common circumstances, which are referred to as “Fail Facts,” include:

- ◆ Minimal Investment/Buy-In of staff to align with the strategic plan
- ◆ Lack of clear consistent communication from leadership (on-going)
- ◆ Add-Ons – Adding to staff’s workload while nothing taken is away | Lack of understanding immovable pressures (Harvard Business Review, 2022)
- ◆ Lack of accountability (all levels)
- ◆ Lack of patience
- ◆ Staff’s lack of clarity on the strategy
- ◆ “Everything is a priority” syndrome
- ◆ No true allocation of resources
- ◆ Lack of perceived fairness (recognition, rewards)
- ◆ Lack of fostering innovation by leadership
- ◆ Was the right approach utilized in the execution?
- ◆ Some failures are success attitude lacking
- ◆ Lack of understanding the real problem
- ◆ Lack of understanding organizational capabilities
- ◆ Lack of understanding cultural landscape (if they did it before will they do it again?)

Additionally, per Harvard Business Review in 2015, there are several myths which impact successful execution of strategic planning.<sup>9</sup> They include:

- ◆ Execution means alignment. Limited goals, specific and measurable.
- ◆ Execution means sticking to the plan. Flexibility and opportunities.
- ◆ Communication means understanding. Simple, clear, repeat back two-way.
- ◆ Performance culture drives execution. Broad recognition/rewards (for innovation, agility)

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<sup>9</sup> <https://hbr.org/2015/03/why-strategy-execution-unravelsand-what-to-do-about-it>

- ◆ Execution should be driven from the top. Long-term gains by distributed leaders.

## **2.1 PROCESS USED BY CITYGATE TO DEVELOP STRATEGIC PLAN**

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The strategic planning process used for the workshop was based on similar strategic planning processes used by Citygate in other jurisdictions, tailored to meet the City’s operational environment. The process began with the review of the requested operational documents provided by the City. Based on this review and other pertinent research, interviews were conducted with Council and staff to fine tune Citygate’s understanding of current operations. Citygate then developed, with City assistance, community and employee surveys to identify service satisfaction, priorities, and strengths, weaknesses, opportunities, and threats as seen by the community and City employees. These surveys are discussed in **Section 3** of this report and complete survey summaries are provided in **Appendix A** and **Appendix B**.

A high-level fiscal review was also completed. The results of which were discussed previously in this report.

Based on the information reviewed, the interviews, and the survey results, Citygate, again with the assistance of the City, developed a workshop structure to present the results and assist the Council to complete the strategic planning process. The public workshop was held on December 1, 2022, at 10am and was attended by the Council and some department staff in addition to Citygate staff. During the workshop presentation, Citygate:

- ◆ Defined strategic planning
- ◆ Reported the results of the community and employee surveys
- ◆ Reported the results of the high-level fiscal review of City operations
- ◆ Assisted Council and staff through various interactive exercises in the:
  - Developing vision and mission statements for the City
  - Identifying values embraced by the City
  - Identifying core Council priorities
  - Prioritizing over 100 goals identified in the City’s current General Plan

## SECTION 3—STRATEGIC PLANNING WORKSHOP OUTCOMES

### 3.1 COMMUNITY AND EMPLOYEE SURVEYS

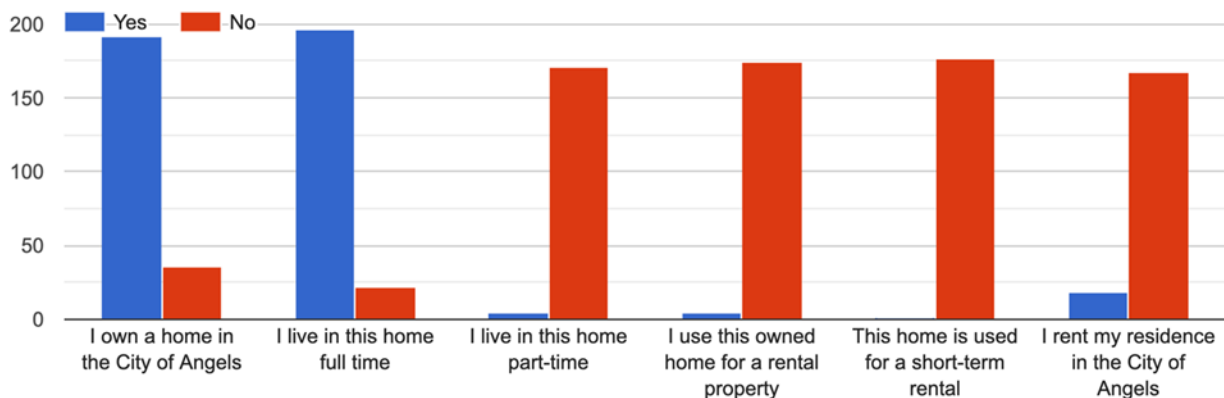
The community and employee surveys were made available on August 29, 2022, and August 28, 2022, respectively. Each group was given until October 30, 2022, to respond. The following discussions summarize some of the key results of the surveys. Complete survey summaries are provided in **Appendix A** and **Appendix B**. The individual surveys were confidential and did not include names, addresses, or any other method to identify respondents. Responses were sent directly to Citygate to ensure validity. Citygate summarized the results during the workshop.

#### 3.1.1 Community Survey

The community survey provided the City with an idea of the demographics of the respondents, their thoughts on general City operations, their satisfaction with various specific services provided by the City, areas that they believe should be a priority for the City, and their preferred method of receiving communication from the City. The survey consisted of six pages and was made available on the City’s website. Hardcopies of the survey were also made available to those without access to the City’s website.

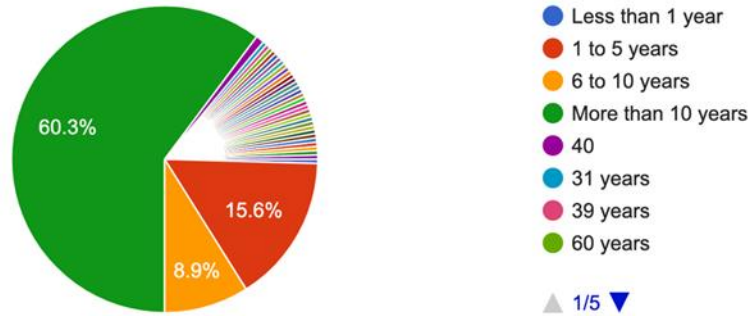
The following summarizes the 234 responses received from the community.

**Figure 3—Living Arrangement of Community Respondents**

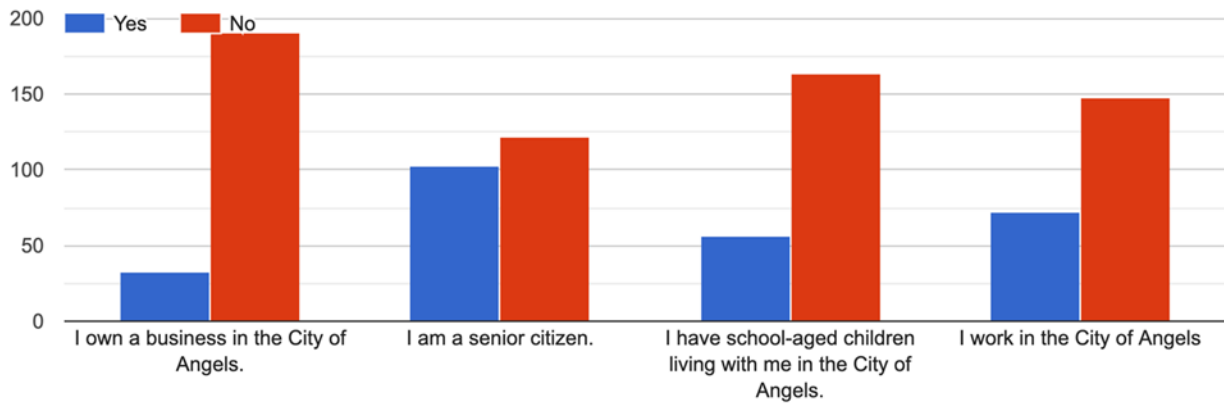


**Figure 4—Years Living in Angels Camp**

I have been living in the City of Angels for:  
 224 responses

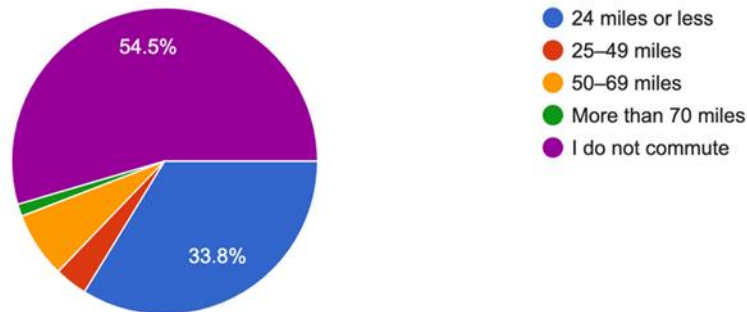


**Figure 5—General Work-Related Information Regarding Respondents**



**Figure 6—Respondent Commuting Status**

I commute to work:  
231 responses



The survey contained 20 level of agreement statements that asked the respondents to indicate their level of agreement or disagreement. The following identifies the top five agreement and the top five disagreement with the statements presented in the survey.

***Top Five Strongly Agree or Agree***

- ◆ The City is a good place to raise children – 75.6%
- ◆ The City is generally a safe place to live and/or work – 77.8%
- ◆ I feel a strong sense of community in the City – 65.8%
- ◆ The overall quality of life in the City is high – 63.7%
- ◆ City development fees for new homes and commercial development should be set at a level sufficient to pay for added offsite improvements such as utility lines, increased water treatment capacity, and street improvements – 51.7%

***Top Five Strongly Disagree or Disagree***

- ◆ The City has an ample number of restaurant options – 77.7%
- ◆ The City provides plenty of opportunities to enjoy the nightlife – 74.8%
- ◆ The City has an ample number of choices for shopping – 69.2%
- ◆ The City has a vibrant downtown area – 59.3%
- ◆ The City draws good business investments – 58.6%

The survey also listed 34 City-provided services and asked respondents to indicate their level of satisfaction for each service. The following reflects the City-provided services that received a 50 percent or above satisfaction response from the community, and the top seven where the community was most dissatisfied with the City-provided service.

***50%+ Very Satisfied or Satisfied***

- ◆ Fire emergency response – 77.8%
- ◆ Trash collection – 64.5%
- ◆ Public library services – 61.5%
- ◆ Water quality – 67.1%
- ◆ Water service – 64.5%
- ◆ Police emergency response – 60.2%
- ◆ Utility billing services – 57.3%
- ◆ Fire prevention – 50.9%

***Top Seven Very Dissatisfied or Dissatisfied***

- ◆ Childrens’ and teens’ recreation programs – 44%
- ◆ Community preservation programs or code enforcement (i.e., abandoned car removal, noise problems, etc.) – 35.9%
- ◆ Street maintenance – 32%
- ◆ Adult recreation programs – 33.7%
- ◆ Community housing programs – 31.1%
- ◆ Long-range planning and development – 30.8%
- ◆ Maintenance of street trees and landscaping – 28.2%

The survey also listed 43 potential priorities based on the interviews and research completed by Citygate and respondents were asked to rank their top five priorities. The following reflects the top eight priorities per the responses. The top eight were selected here due to ties in some priority responses.

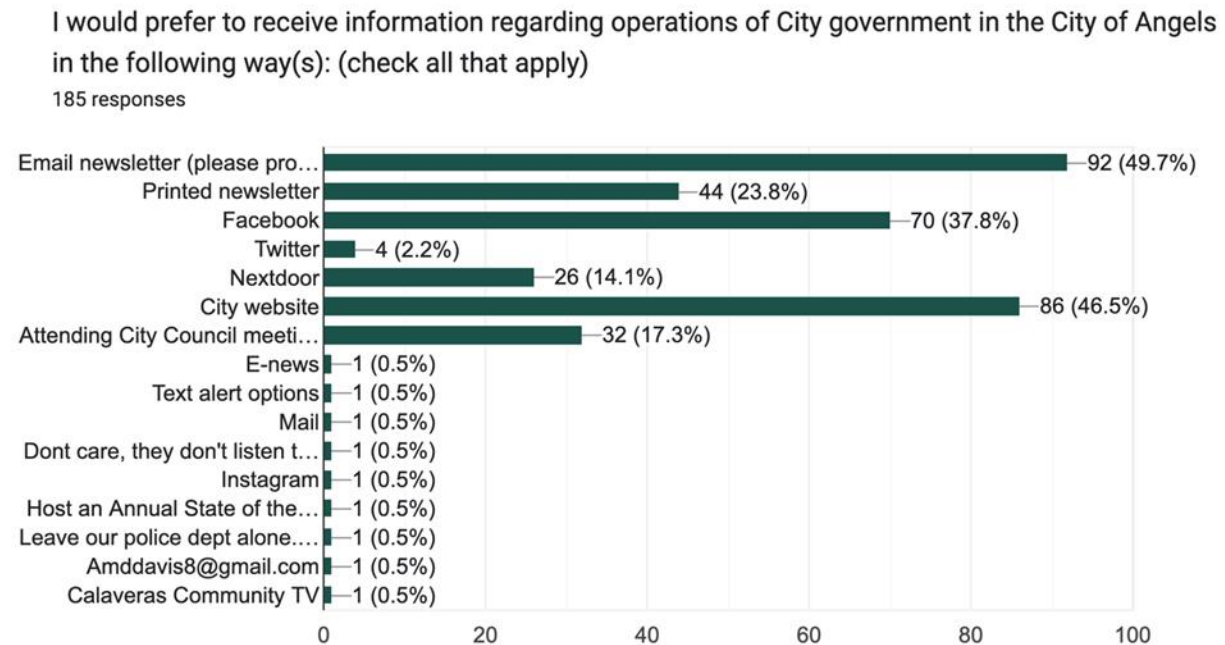
***Top Eight Priorities***

- ◆ Downtown needs investment, revitalization, and rehabilitation
- ◆ Bringing in new business and fostering a business-friendly environment is a priority

- ◆ The City needs new, improved, completed, or expanded parks and recreation options
- ◆ General City infrastructure, maintenance, upkeep, and ongoing public works are a priority
- ◆ City streets and roads require improvements and maintenance
- ◆ Utility and resource infrastructure are crucial
- ◆ Restaurant options (also night life and entertainment options) should be improved
- ◆ Homelessness is a major concern

The survey also asked respondents to indicate how they would like to receive communication from the City. As can be seen from the following figure, email, the City’s website, and Facebook are the top three preferred communication methods.

**Figure 7—Preferred Communication Medium of Respondents**



### 3.1.2 Employee Survey

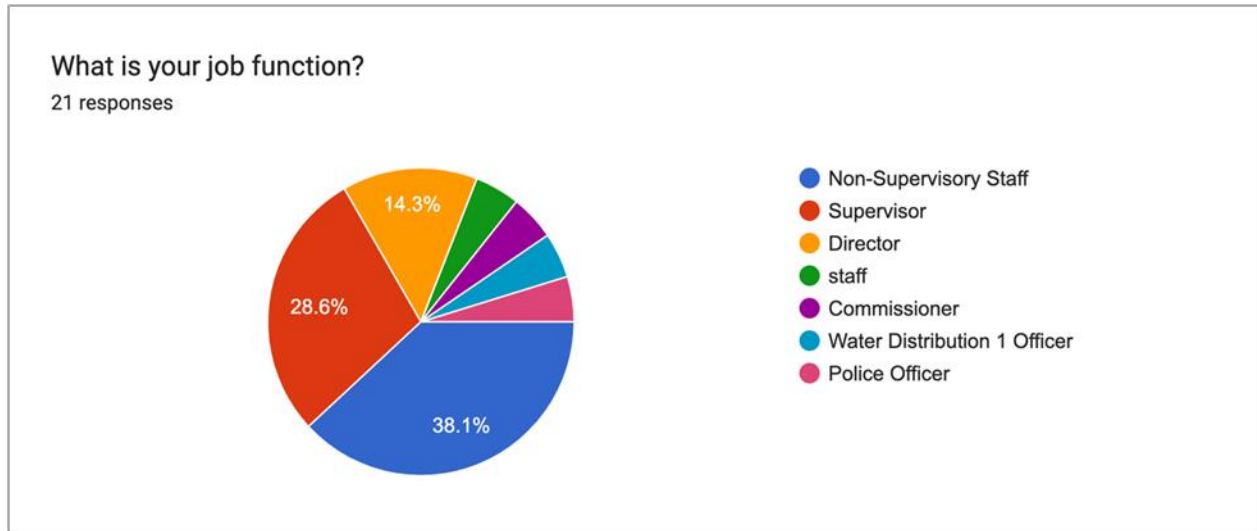
The employee survey contained questions and statements to gauge the employees’ function and length of employment, things that thought work well withing the City or their department, as well as things that they believe need improvement and future issues they feel will impact their job.



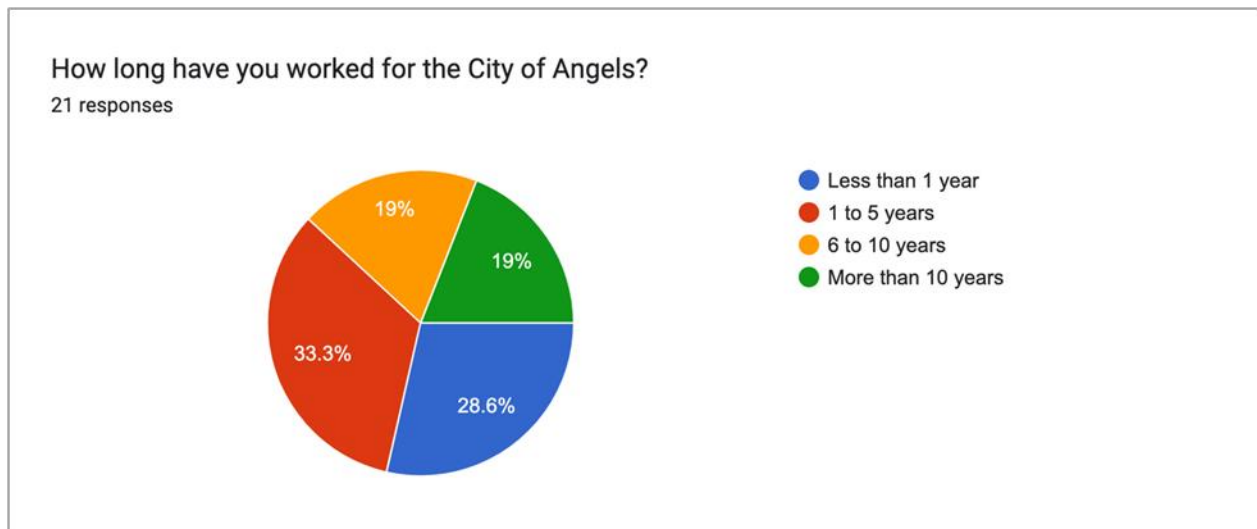
Citygate received responses from 21 of the 38 city employees, or approximately 55 percent. The survey consisted of three pages and, like the community survey, was made available on the City’s website, with hard copies of the survey made available to those without access to the City’s website or internal email.

The following summarizes the 21 responses received from City employees.

**Figure 8—Job Function of Respondents**



**Figure 9—Tenure of Respondents**



**Top Six things liked best about working for City:**

- ◆ Providing essential services to residents and visitors – 81%
- ◆ Being part of a team with fellow City employees – 52.4%

- ◆ Positive interactions with supervisors and managers – 52.4%
- ◆ A sense of accomplishment – 47.6%
- ◆ Working on important projects – 42.9%
- ◆ The positive direction in which the City organization is heading – 42.9%

***Top six most challenging about working for City***

- ◆ Understaffing – 66.7%
- ◆ Outdated tools and technology – 57.1%
- ◆ Balancing workload – 47.6%
- ◆ Working with the public – 23.8%
- ◆ Lack of support or recognition from management – 23.8%
- ◆ Disconnected from City Hall goals – 14.3%

***Top six things that work well in department and Citywide.***

These responses were based on the employee listing the top three issues listed in the survey for this category, and not all 21 employees responded for this category

- ◆ Teamwork / effective team members
- ◆ Collaboration and communication between departments and with City leadership, teamwork
- ◆ Team attitude and relationships: pride, positivity, helpfulness, enthusiasm, camaraderie
- ◆ Strong management/leadership, the availability of the Deputy Chief, helpful Supervisor, support, positive reinforcement
- ◆ Quality communications
- ◆ Setting new goals and standards, willingness to improve, and movement in the right direction

***Top six things where improvement needed in department and Citywide***

These responses were also based on the employee listing the top three issues listed in the survey for this category, and not all 21 employees responded for this category

- ◆ Pay and benefits

- ◆ Staffing levels
- ◆ Infrastructure improvements, replacement/renovation of facilities: City, roads, water, and sewer
- ◆ Training across all staff levels and cross-training between positions
- ◆ Technology
- ◆ Lack of sense of community, support for local events, engagement with citizens, public trust

*Top five opportunities for City over next three years*

- ◆ Public infrastructure improvements, reinvestment in community and departments
- ◆ Stable City growth
- ◆ Housing expansion (including affordable housing, Habitat for Humanity, etc.)
- ◆ Growth in businesses, getting a “big box” store
- ◆ Development of new land areas and parks, updates to existing parks

*Top five constraints of City over next three years*

- ◆ City sales and TOT revenues are volatile in the event of recession; need for large finance reserves limits City investment, other budget, and finance concerns
- ◆ Traffic flow, road backups during events
- ◆ The economy, and any related business closures due to the economic hardship
- ◆ Self-absorption, pride, and spite among people. Too many non-inclusive. Lack of community.
- ◆ Resistance to growth, or not pushing hard enough for growth and development in the City

### **3.1.3 Mutual Survey Response Priorities**

Based on the combined community and employee surveys, the top five mutual priorities are:

- ◆ New Development
- ◆ Community/Affordable Housing Programs
- ◆ New Businesses and Business Friendly
- ◆ New/Improving Parks

- ◆ City Infrastructure Upkeep (Utilities, Streets, Landscape)

### **3.2 VISION/MISSION STATEMENTS, VALUES AND PRIMARY GUIDING PRIORITIES**

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Citygate facilitated several exercises of the Council and staff at the workshop to develop vision, mission statements, and identify basic values that the City felt were important. These components are a critical part of the strategic planning process because they provide:

- ◆ Foundational communication tools
- ◆ Infrastructure (defines you (who, what, why))
- ◆ Shared purpose, direction, focus, coherence
- ◆ Sustained value
- ◆ Defined intent
- ◆ Motivation
- ◆ Inspiration for the future

The following discussion reflects the results of those workshop exercises.

#### **3.2.1 Vision Statement**

A vision statement details where the organization aspires to go, or its destination. It expresses why the organization exists and focuses on tomorrow. The Council and staff participated in various small groups and a collective final group to come to a consensus on a final vision statement, which is as follows.

##### *City of Angels Camp Vision Statement*

*Dedicated to preserving our rich history and providing a safe and thriving community that is devoted to families, businesses, and visitors.*

#### **3.2.2 Mission Statement**

A mission statement is what drives the organization. It is what it does. The CORE of the organization. The mission statement shapes the organizations culture. It can motivate employees and stakeholders and provide clarity. From this, objectives are created. The Council and staff also participated in various small groups and a final collective larger group to come to a consensus on a final mission statement, which is as follows.

### *City of Angels Camp Mission Statement*

***To provide municipal services, infrastructure, and a high quality of life through trusted leadership, accountability, and efficiency for the benefit of our community.***

An important component to help accomplish the City’s mission is the identification of primary guiding priorities. These overarching priorities provide direction on how to achieve the City’s mission. The rules that govern what it does. They are the guidelines for decision-making for staff. They are the tools that guide policy and decision making. The Council and staff identified the following as primary guiding priorities, based on the survey results, General Plan goals, and other information discussed at the workshop, which is the recommended number for effective strategic planning.

### *City of Angels Camp Primary Guiding Priorities*

- ◆ Fiscal Stability
- ◆ Economic Development
- ◆ Technology
- ◆ Infrastructure
- ◆ Public Safety

### **3.2.3 Values**

Values are individual, basic, fundamental beliefs that guide or motivate people to act or behave in a particular way. They are the things that organizations believe are important in the way they live and work. Values are the words or qualities which describe the type of life that help guide an organization. Values are the standards or ideals with which actions, people, things, or situations are evaluated. The Council identified a number of values, settling on the following six, which is an optimal, manageable number recommended for strategic planning.

### *City of Angels Camp Values*

- ◆ Efficiency
- ◆ Accountability
- ◆ Resiliency
- ◆ Proactivity
- ◆ Trust
- ◆ Innovation

### **3.3 STRATEGIC PLANNING OBJECTIVES**

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Identifying appropriate and effective strategic objectives is an extremely time extensive process. To meet the time constraints of this project, Citygate used the existing objective/goals identified in the City’s General Plan, which was updated November 2021. Indeed, the City had already exhaustively developed objectives/goals through extensive research and community and staff input as required by the State. Citygate summarized the General Plan objectives/goals in an Excel spreadsheet and assisted the Council in prioritizing them for the next five-year period via three tiers. The tiers included:

- ◆ **Tier 1 Urgent** – The highest maximum priority, which should be completed within the first quarter of the year
- ◆ **Tier 2 High Priority** – Should be completed within the second or third quarter of the year.
- ◆ **Tier 3 Medium/Low Level “Normal” Priority** – Should be complete by the end of the year.

Citygate presented 64 goals identified in the City’s General Plan. The results of the goals/objectives prioritization process completed during the workshop are reflected in **Appendix C**. The following table shows the 20 General Plan goals/objectives prioritized in the first year by majority vote of the Council at the workshop based on the tier definitions discussed previously. For the purposes of the spreadsheet, year 1 is assumed to be fiscal year 2022/23.

**Table 3—FY23 Priority Goals/Objectives**

General Plan Element	General Plan Goal
<b>FY23 – Tier 1</b>	
Conservation & Open Space	Maintain and, where feasible, enhance the city's appearance
Conservation & Open Space	Ensure adequate water quality and quantity for the residents of and visitors to the city.
Conservation & Open Space	Protect the health and safety of people and property in the city from natural and man-made hazards.
Economic Development	Promote a wide variety of economic opportunities consistent with the city's social, cultural, environmental, and aesthetic resources
Economic Development	Maintain and enhance the city's economic vitality while conserving the city's social, cultural, environmental, and aesthetic resources.
Public Facilities & Services	Continue to improve Angels Camp's capacity to store, treat and deliver water and to collect and treat wastewater as necessary to achieve the stated goals of the city.
Public Safety	Facilitate the provision of an adequate supply of water, and essential utilities and communications for city residents during emergency situations.
Public Safety	Prepare city staff, agencies, and citizens to respond in a coordinated and cooperative manner to emergency situations

**City of Angels Camp**  
*Strategic Planning and Facilitation Assistance*

General Plan Element	General Plan Goal
<b>FY23 – Tier 2</b>	
Circulation	Provide adequate parking to serve existing and future development and improve traffic flow on narrow streets while maintaining the rural and historic character of the city
Community Identity	Design new development to be compatible with the natural, scenic, and cultural resources and rural character of Angels Camp
Community Identity	Design new commercial and industrial development to be compatible with the natural, scenic, and cultural resources and rural character of Angels Camp
Land Use	Encourage well-designed business attraction and expansion proposals which are compatible with the rural character of the community, contribute positively to the city’s economic base, and improve the city’s jobs/housing balance.
Land Use	Provide a well-organized and orderly development pattern that maintains and enhances Angels Camp’s social, economic, cultural, environmental, and aesthetic resources while managing growth so that adequate facilities and services can be provided in pace with development.



**City of Angels Camp**  
*Strategic Planning and Facilitation Assistance*

General Plan Element	General Plan Goal
<b>FY23 – Tier 3</b>	
Conservation & Open Space	Promote the efficient use of energy resources
Land Use	Encourage well-designed commercial development compatible with the rural character of the community that contributes positively to both the city’s economic base and the city’s jobs/housing balance
Land Use	Protect land adjoining, and in close proximity to, the city limits from development inconsistent with the city’s stated future goals, policies, and programs
Public Facilities & Services	Maintain or increase the levels of service currently available within Angels Camp for public works facilities and infrastructure including roads, sidewalks, drainage facilities, public buildings, and other public facilities
Public Facilities & Services	Maintain or increase the standards of coverage currently available within Angels Camp for fire protection and medical response facilities and infrastructure
Public Facilities & Services	Maintain or increase the levels of service currently available within Angels Camp for police protection facilities and infrastructure
Public Facilities & Services	Maintain or increase the levels of service currently available within Angels Camp for park facilities and infrastructure.

**3.4 STRATEGIC PLANNING IMPLEMENTATION, MONITORING, UPDATING, AND REPORTING**

A critical component of effective strategic planning is the implementation, monitoring, updating, and reporting process. A major hinderance to successful strategic planning is the lack of follow through once the strategic plan has been developed. Consequently, a matrix should be established to help monitor the objective of the strategic plan. Examples of items which should be included in the matrix include the following:

- ◆ Revenue allocation – Yes or no and, if yes, define the source(s)
- ◆ Fiscal Impact – Yes or no and, if yes, dollar impact, funding source, etc.
- ◆ Specific action items (tasks) necessary to achieve the objective; should be five or less
- ◆ Responsible department(s)
- ◆ Responsible lead(s)

- ◆ If extension is required (including why, with a new date)
- ◆ Whether it is a multi-year/ongoing objective
- ◆ When the task or objective was complete (and whether it was on time)
- ◆ Notes

The City should establish a regular reporting schedule to update the community, Council, and staff regarding the progress of achieving the objective of the strategic plan and any seen or unforeseen issues that will require the strategic plan objectives. Once discussed and agreed upon, the strategic plan document should be revised and shared to ensure a consistent understanding of the objectives, tasks, and timelines of the most up-to-date strategic plan document. Identifying appropriate personnel to be responsible for the various objectives, creating tasks the City believes would be necessary to achieve the objects, and building an appropriate timeline will be a time intensive process. These matrix and task components were not included in the scope of this project due to the time that would be required and the complexity of development of an effective implementation plan. If desired, Citygate can provide a proposal to assist the City to complete an effective implementation plan.

To assist with the responsibility component of the strategic plan, per the project scope, Citygate has provided **Appendix D**, a monitoring and responsibility template, which could be used to help structure the preliminary monitoring component.

However, whether it is completed by the City or Citygate, it is recommended that this process be formalized. The City Administrator anticipates providing an annual strategic plan update every January.

**Recommendation #6:** Establish a formal strategic plan implementation, monitoring, reporting, and updating process to ensure the strategic plan document is a relevant, effective work tool. This process should:

**6.1** Establish a work group, team, or individual who is responsible for monitoring and updating the strategic plan. In the case of a work group, members of the community could be included.

**6.2** Develop a results and update reporting schedule.

**6.3** Develop tasks required to meet objectives, including fiscal and resource impacts of each.

**6.4** Identify responsible personnel and timelines for the tasks and overall objectives.

**6.5** Establish performance indicators and accountability metrics.

**6.6** Refer to Fail Facts and Myths as necessary for tracking and evaluation.

**6.7** Recognize progress achievements.

**6.8** Develop quick reference sheets to keep mission, vision, values, and core priorities at the forefront for the public and City employees, and as a measuring tool to related General Plan tasks within each of the goals and objectives.

**6.9** While there are some core approaches to monitoring, it is suggested that the City determine its own style and tactic to ensure a thoughtful and action-based monitoring program. Things to consider include fiscal impacts (cost-benefit/effectiveness analysis), performance/participation and compliance, results, organizational impact, policy changes, environmental influences, public perceptions, potential local and state mandates, and interventions/pivots.

## **SECTION 4—DRAFT STRATEGIC PLAN DOCUMENT TEMPLATE**

There are numerous strategic plan document structures; however, because this is the City’s first formal strategic plan document, Citygate believes that a relatively simple document would be the most useful and effective. The document would contain the development information provided in this report as well as an implementation plan, which was not a part of the scope of this project. Citygate recommends that this report initially be used as the strategic plan document. Citygate also recommends that once the formal implementation, monitoring, and reporting plan is developed per Citygate’s recommendation, that this implementation plan be integrated into the simple strategic plan document.

**Recommendation #7:** Use this report as the initial component of the strategic plan document and revise it to include results based on completion of Recommendation #6 to create a formal strategic plan document.

## **SECTION 5—SUMMARY OF RECOMMENDATIONS**

- Recommendation #1:** Increase resources (e.g., training, additional staff, technology) as needed to support the Finance Department to address financial reporting timeliness and accuracy issues to ensure that critical fiscal information is provided to Council and management to make operational decisions.
- Recommendation #2:** Formalize fiscal policies based on the GFOA recommended format per **Appendix E** of this report.
- Recommendation #3:** Review the list of GFOA operational best practices provided in this report and use it as a guide to develop an accounting manual.
- Recommendation #4:** If not already doing so, develop a five-year financial forecast model using the model provided by Citygate as a template.
- Recommendation #5:** Develop departmental performance measures as a part of the annual budget development process, with updates at least semiannually. The structure of the performance measures should meet best practices as recommended by the GFOA.
- Recommendation #6:** Establish a formal strategic plan implementation, monitoring, reporting, and updating process to ensure the strategic plan document is a relevant, effective work tool. This process should:
- 6.1** Establish a work group, team, or individual who is responsible for monitoring and updating the strategic plan. In the case of a work group, members of the community could be included.
  - 6.2** Develop a results and update reporting schedule.
  - 6.3** Develop tasks required to meet objectives, including fiscal and resource impacts of each.
  - 6.4** Identify responsible personnel and timelines for the tasks and overall objectives.
  - 6.5** Establish performance indicators and accountability metrics.
  - 6.6** Refer to Fail Facts and Myths as necessary for tracking and evaluation.

**6.7** Recognize progress achievements.

**6.8** Develop quick reference sheets to keep mission, vision, values, and core priorities at the forefront for the public and City employees, and as a measuring tool to related General Plan tasks within each of the goals and objectives.

**6.9** While there are some core approaches to monitoring, it is suggested that the City determine its own style and tactic to ensure a thoughtful and action-based monitoring program. Things to consider include fiscal impacts (cost-benefit/effectiveness analysis), performance/participation and compliance, results, organizational impact, policy changes, environmental influences, public perceptions, potential local and state mandates, and interventions/pivots.

**Recommendation #7:** Use this report as the initial component of the strategic plan document and revise it to include results based on completion of Recommendation #6 to create a formal strategic plan document.

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**APPENDIX A**

**COMMUNITY SURVEY SUMMARY**

## **CITY OF ANGELS CAMP COMMUNITY SURVEY SUMMARY**

### ***OVERVIEW AND METHODOLOGY***

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Citygate Associates, LLC (Citygate) conducted an internet-based community survey between August 29, and October 30, 2022, as part of our Citywide Update and Strategic Plan for the City of Angels Camp (City), California. In total, there were 234 completed survey responses.

<b>Survey Summary</b>	
<b>Launch Date</b>	August 29, 2022
<b>Close Date</b>	October 30, 2022
<b>Total Responses</b>	<b>234</b>

Apart from four basic community member informational questions, the survey consisted of closed-ended statements for which community members could (1) rate their level of agreement from “Strongly Agree” to “Strongly Disagree” or “N/A or Don’t Know,” (2) rate their level of satisfaction from “Very Satisfied” to “Very Dissatisfied” or “N/A or Don’t Know,” and (3) rate their overall assessment of general, Citywide operations from “Very Good” to “Very Bad” or “N/A or Don’t Know.” The survey concluded with one open-ended question for which community members were to provide written response.

*It should be noted that community members were not required to answer every question. Additionally, “Don’t Know or N/A” responses were excluded from the mean response calculations. Therefore, the response totals to a particular question may not always correspond with the total of 234 completed surveys.*

### ***ORGANIZATION OF ANALYSIS***

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The results for the survey are organized in the following order:

#### **Basic Information Results**

- ◆ The raw data for all community informational questions included on the survey.

#### **Degree of Agreement / Level of Satisfaction / General Assessment Results**

- ◆ Scores for each closed-ended statement, organized from highest to lowest mean score.



## Open-Ended Question – Response Summary

- ◆ The question for which community members provided an open-ended response, with answer themes arranged by frequency.

## DEFINITION OF TERMS

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The terms defined below are encountered in the information that follows:

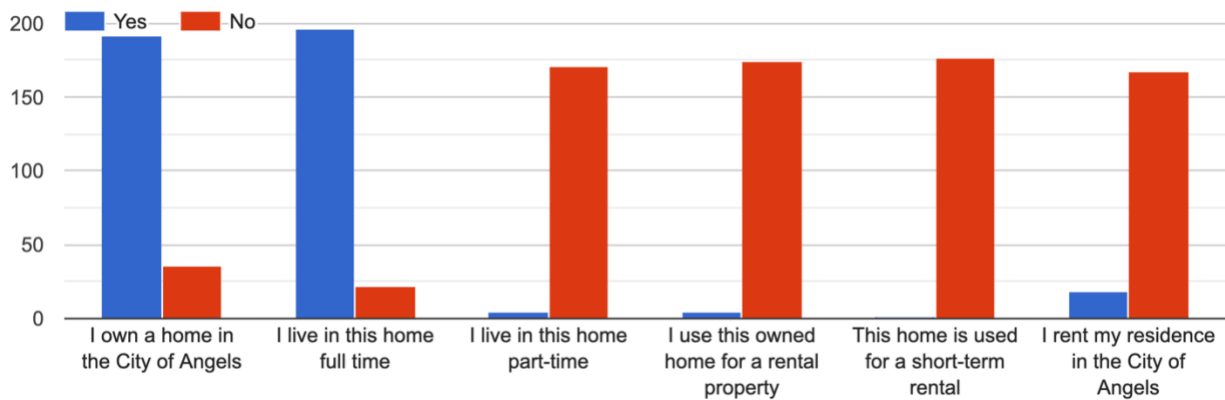
- ◆ Mean: An arithmetic mean that is the sum of the responses for each statement divided by the number of responses for each statement.
- ◆ Standard Deviation: Standard deviation tells how spread out the responses are from the arithmetic mean. A standard deviation close to zero indicates that most responses are close to the mean response and that a greater degree of agreement exists among employees with regard to the statement. A greater standard deviation indicates that there was a wider spread of variation in the responses and that a greater degree of disagreement exists among employees with regard to the statement.

**BASIC INFORMATION RESULTS**

*Please tell us a little about yourself. This information will help us to better understand your responses and respond to your concerns.*

Statement	Yes	Response Ratio	No	Response Ratio
I own a home in City of Angels	192	82.1%	36	15.4%
I live in this home full time	196	83.8%	22	9.4%
I live in this home part time	5	2.1%	171	73.1%
I use this owned home for a rental property	5	2.1%	174	74.4%
This home is used for a short-term rental	1	0.4%	177	75.6%
I rent my residence in the City of Angels	18	7.7%	167	71.4%

*This information is represented graphically in the following image:*



*I have been living in the City of Angels for:*

Residency	Yes	Response Ratio
Less than 1 year	1	0.4%
1 to 5 years	35	15.6%
6 to 10 years	20	8.9%
More than 10 years	135	60.3%
40 years	2	0.9%
31 years	1	0.4%

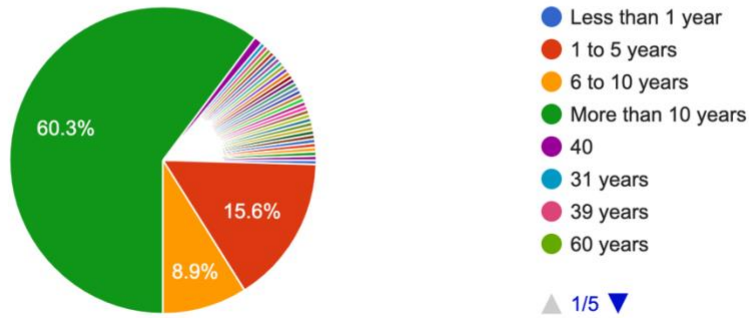
**City of Angels Camp, CA**

*Strategic Planning and Facilitation Assistance – Community Survey Results*

Residency	Yes	Response Ratio
39 years	1	0.4%
60 years	1	0.4%
67 years	1	0.4%
34 years	1	0.4%
50 years	1	0.4%
22 years	1	0.4%
70+ years	1	0.4%
32 years	1	0.4%
45 years	1	0.4%
40 years	1	0.4%
65 years	1	0.4%
I live in Tuolumne County, but worked in Calaveras County for 20 years and shop in Angels	1	0.4%
25 years	1	0.4%
I'm 3rd generation in my home. My grandfather built this home.	1	0.4%
70 years	1	0.4%
Family has been here since the goldrush	1	0.4%
26 years	1	0.4%
54 years	1	0.4%
never	1	0.4%
VALLECITO	1	0.4%
I have a house in Vallecito	1	0.4%
48 years	1	0.4%
Just outside the City limits	1	0.4%
69 years	1	0.4%
27 years	1	0.4%
50 years	1	0.4%
67yrs born and raise...quit selling us out!	1	0.4%
Home in need of renovation prior to occupancy	1	0.4%
I have lived in Vallecito for about 30 years	1	0.4%
Live outside city limits but everything I do is in town	1	0.4%

*This information is represented graphically in the following image:*

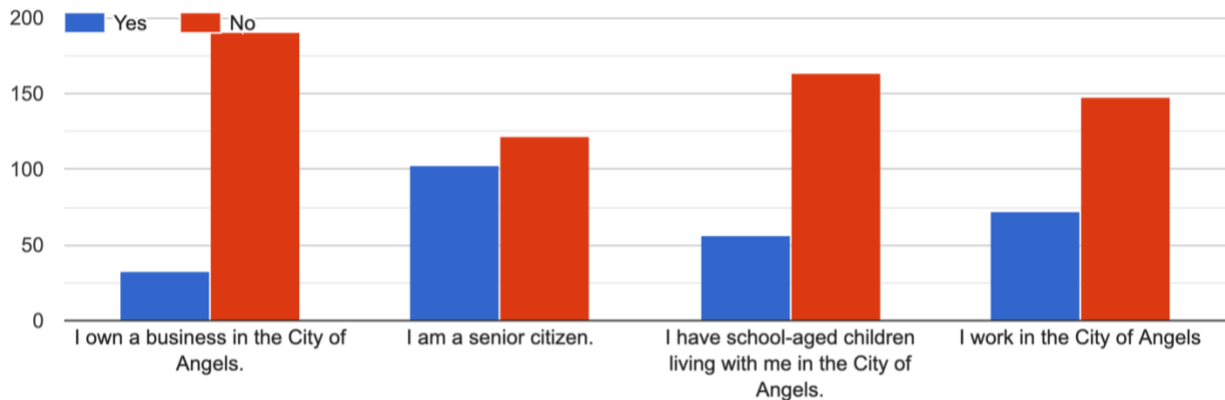
I have been living in the City of Angels for:  
 224 responses



*Please answer “yes” or “no” to the following statements:*

Statement	Yes	Response Ratio	No	Response Ratio
I own a business in City of Angels	33	14.1%	191	81.6%
I am a senior citizen	103	44.0%	122	52.1%
I have school-aged children living with me in the City of Angels	56	23.9%	164	70.1%
I work in the City of Angels	72	30.8%	148	63.2%

*This information is represented graphically in the following image:*



**City of Angels Camp, CA**

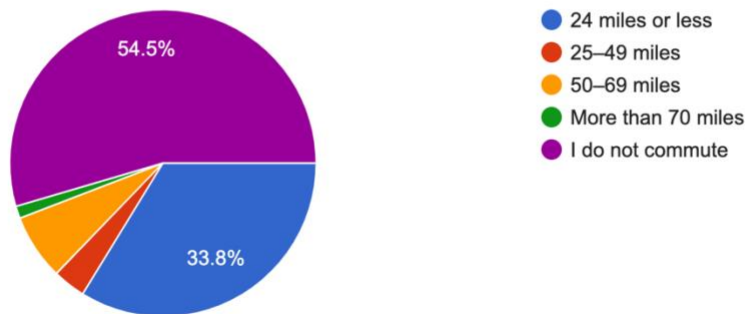
*Strategic Planning and Facilitation Assistance – Community Survey Results*

*I commute to work:*

Residency	Yes	Response Ratio
I do not commute	126	53.8%
24 miles or less	78	33.3%
50–69 miles	16	6.8%
25–49 miles	8	3.4%
More than 70 miles	3	1.3%

*This information is represented graphically in the following image:*

I commute to work:  
231 responses



**City of Angels Camp, CA**

*Strategic Planning and Facilitation Assistance – Community Survey Results*

***DEGREE OF AGREEMENT, SATISFACTION, OR ASSESSMENT STATEMENT RESULTS – SORTED BY SECTION***

Results for each statement are organized from highest to lowest mean score. The highest possible agreement is 2 (Strongly Agree). The lowest possible agreement is -2 (Strongly Disagree). A score of 0 represents neutrality.

*Please rate your LEVEL OF AGREEMENT with the following statements from "Strongly Agree" to "Strongly Disagree" or "N/A."*

Statement	Mean	Std. Dev.	% Strongly Disagree (-2)	% Disagree (-1)	% Neutral (0)	% Agree (1)	% Strongly Agree (2)	% Don't Know / N/A
The City is a good place to raise children	<b>0.95</b>	0.84	0.4%	6.8%	13.7%	51.7%	23.9%	3.4%
The City is generally a safe place to live and/or work	<b>0.91</b>	0.80	0.9%	6.0%	13.2%	59.0%	18.8%	2.1%
I feel a strong sense of community in the City	<b>0.71</b>	1.04	4.3%	9.0%	18.8%	44.9%	20.9%	2.1%
The overall quality of life in the City is high	<b>0.63</b>	0.96	2.1%	12.0%	21.4%	48.3%	15.4%	0.9%
City development fees for new homes and commercial development should be set at a level sufficient to pay for added offsite improvements such as utility lines, increased water treatment capacity, and street improvements	<b>0.51</b>	1.02	3.4%	11.5%	25.6%	37.6%	14.1%	7.7%
The City is environment-friendly	<b>0.25</b>	0.85	2.6%	12.0%	44.0%	30.8%	5.1%	5.6%
The residential areas in the City are attractive	<b>0.19</b>	0.96	3.8%	20.9%	32.5%	36.8%	5.1%	0.9%
The City has adequate internet options	<b>-0.10</b>	1.15	12.4%	23.9%	24.8%	26.5%	6.4%	6.0%
There are adequate parks and recreation amenities in the City	<b>-0.20</b>	1.07	10.3%	33.8%	24.8%	26.9%	3.8%	0.4%
Retail shopping areas in the City are attractive	<b>-0.31</b>	0.98	10.7%	32.9%	32.5%	19.7%	2.1%	2.1%
The commercial areas in the City are attractive	<b>-0.35</b>	0.96	14.1%	26.5%	39.3%	19.2%	0.4%	0.4%
There are adequate employment opportunities in the City	<b>-0.43</b>	0.97	10.3%	37.2%	24.8%	15.8%	1.7%	10.3%
There is good access to arts and cultural opportunities in the City	<b>-0.48</b>	0.98	14.1%	35.9%	32.5%	11.5%	3.0%	3.0%
The City's economy is sound	<b>-0.53</b>	0.86	11.5%	32.1%	38.0%	5.1%	1.7%	11.5%

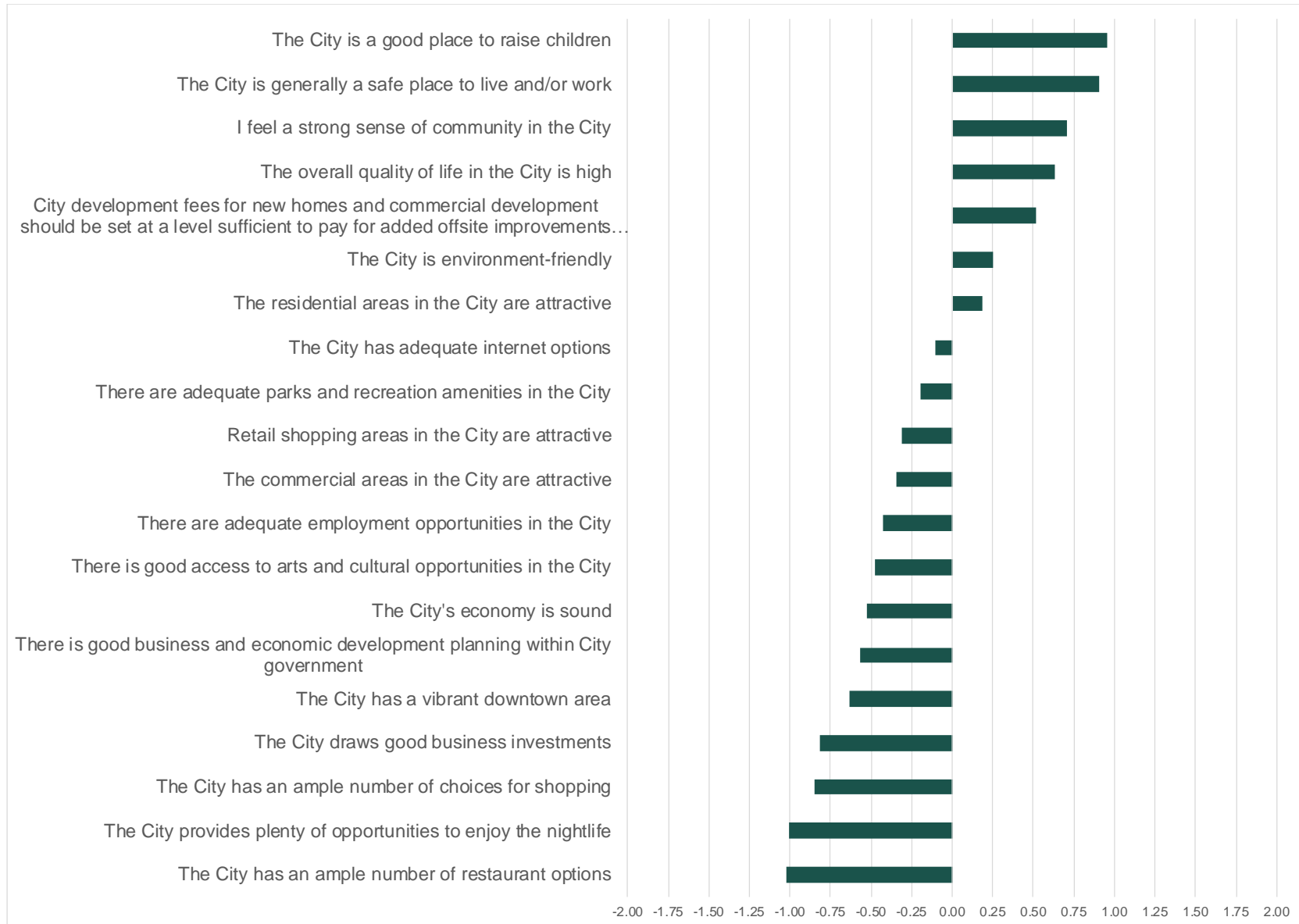
**City of Angels Camp, CA**

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Statement	Mean	Std. Dev.	% Strongly Disagree (-2)	% Disagree (-1)	% Neutral (0)	% Agree (1)	% Strongly Agree (2)	% Don't Know / N/A
There is good business and economic development planning within City government	<b>-0.57</b>	0.93	11.5%	38.5%	28.2%	6.0%	3.0%	12.8%
The City has a vibrant downtown area	<b>-0.64</b>	1.02	20.1%	39.3%	25.2%	11.5%	2.6%	1.3%
The City draws good business investments	<b>-0.82</b>	0.88	21.4%	37.2%	26.9%	4.3%	0.9%	9.4%
The City has an ample number of choices for shopping	<b>-0.85</b>	1.06	30.3%	38.9%	16.2%	10.7%	2.6%	1.3%
The City provides plenty of opportunities to enjoy the nightlife	<b>-1.01</b>	0.91	31.2%	43.6%	15.4%	5.6%	1.3%	3.0%
The City has an ample number of restaurant options	<b>-1.02</b>	0.94	33.3%	44.4%	14.1%	6.0%	1.7%	0.4%

*This information is represented graphically in the following image:*

**City of Angels Camp, CA**  
*Strategic Planning and Facilitation Assistance – Community Survey Results*





**City of Angels Camp, CA**

*Strategic Planning and Facilitation Assistance – Community Survey Results*

*Please rate your LEVEL OF SATISFACTION with the following City services from "Very Satisfied" to "Very Dissatisfied" or "N/A."*

Statement	Mean	Std. Dev.	% Very Dissatisfied (-2)	% Dissatisfied (-1)	% Neither Satisfied nor Dissatisfied (0)	% Satisfied (1)	% Very Satisfied (2)	% Don't Know / N/A
Fire emergency response	1.11	0.78	0.4%	3.0%	12.4%	47.9%	29.9%	6.4%
Trash collection	0.87	0.82	0.4%	4.7%	20.1%	45.7%	18.8%	10.3%
Public library services	0.75	0.85	0.9%	6.4%	23.1%	45.7%	15.8%	8.1%
Water quality	0.73	0.95	1.3%	12.0%	15.8%	49.6%	17.5%	3.8%
Water service	0.70	0.94	2.1%	9.4%	17.9%	49.1%	15.4%	6.0%
Police emergency response	0.68	0.95	3.0%	7.3%	20.1%	45.7%	14.5%	9.4%
Utility billing services	0.57	0.96	2.6%	11.5%	22.2%	44.9%	12.4%	6.4%
Fire prevention	0.47	1.01	4.7%	9.8%	25.2%	40.2%	10.7%	9.4%
Dependability of the City's sewer system	0.38	0.93	4.3%	10.7%	26.1%	44.4%	4.7%	9.8%
Traffic enforcement	0.35	1.07	6.8%	13.7%	24.4%	41.5%	9.8%	3.8%
Organization and accessibility of City website	0.34	0.90	3.8%	8.5%	37.2%	35.5%	6.0%	9.0%
Crime prevention	0.31	1.04	5.6%	16.2%	23.1%	41.9%	7.3%	6.0%
Disaster preparedness	0.30	0.91	3.4%	7.7%	39.7%	25.2%	7.3%	16.7%
Stormwater drainage	0.26	0.95	5.1%	11.5%	31.6%	36.8%	4.3%	10.7%
Maintenance of sidewalks	0.23	1.02	5.6%	18.8%	26.5%	40.2%	6.0%	3.0%
City building facilities	0.21	0.85	4.3%	9.8%	39.3%	33.3%	1.7%	11.5%
Timeliness of information on City website	0.20	0.85	4.7%	6.4%	45.7%	26.5%	3.4%	13.2%

**City of Angels Camp, CA**

*Strategic Planning and Facilitation Assistance – Community Survey Results*

Statement	Mean	Std. Dev.	% Very Dissatisfied (-2)	% Dissatisfied (-1)	% Neither Satisfied nor Dissatisfied (0)	% Satisfied (1)	% Very Satisfied (2)	% Don't Know / N/A
Process of obtaining information I have requested	0.18	0.86	3.8%	6.8%	41.5%	20.1%	4.3%	23.5%
Police public education programs	0.18	0.85	2.6%	12.0%	45.3%	21.4%	5.6%	13.2%
City staff's responsiveness to my concerns or comments	0.16	0.95	5.1%	10.3%	38.9%	21.8%	6.0%	17.9%
Street sweeping services	0.15	0.98	4.7%	15.4%	31.6%	26.9%	5.1%	16.2%
Transit services	0.09	0.90	3.4%	15.0%	38.5%	20.9%	4.3%	17.9%
Park maintenance	0.09	1.13	11.5%	17.1%	23.9%	38.0%	5.6%	3.8%
Maintenance of street trees and landscaping	0.09	1.05	7.7%	20.5%	28.2%	33.8%	5.1%	4.7%
Prompt resolution of a recent (last two years) complaint	0.05	0.83	4.7%	5.1%	42.3%	13.7%	2.1%	32.1%
Street maintenance	0.05	1.10	9.4%	22.6%	23.9%	35.9%	5.1%	3.0%
Sports fields–maintenance	0.02	1.05	10.3%	12.0%	32.9%	26.9%	3.4%	14.5%
Special events sponsored by the City	0.01	1.07	9.4%	17.5%	34.6%	24.8%	6.4%	7.3%
Sports fields–number of facilities	-0.03	1.08	12.0%	13.7%	32.9%	26.9%	3.8%	10.7%
Animal control services	-0.04	0.90	5.1%	17.5%	37.2%	20.1%	2.1%	17.9%
Residential and commercial building inspection services	-0.08	0.95	7.3%	11.5%	37.6%	14.1%	3.0%	26.5%
Building and development permit process (i.e., assistance, application, plan review)	-0.09	0.92	6.4%	13.2%	35.9%	15.8%	1.7%	26.9%
City broadband (internet) access	-0.16	1.03	10.3%	15.8%	36.8%	14.5%	4.3%	18.4%
Long-range planning and development	-0.27	0.90	7.3%	23.5%	36.3%	12.8%	1.7%	18.4%

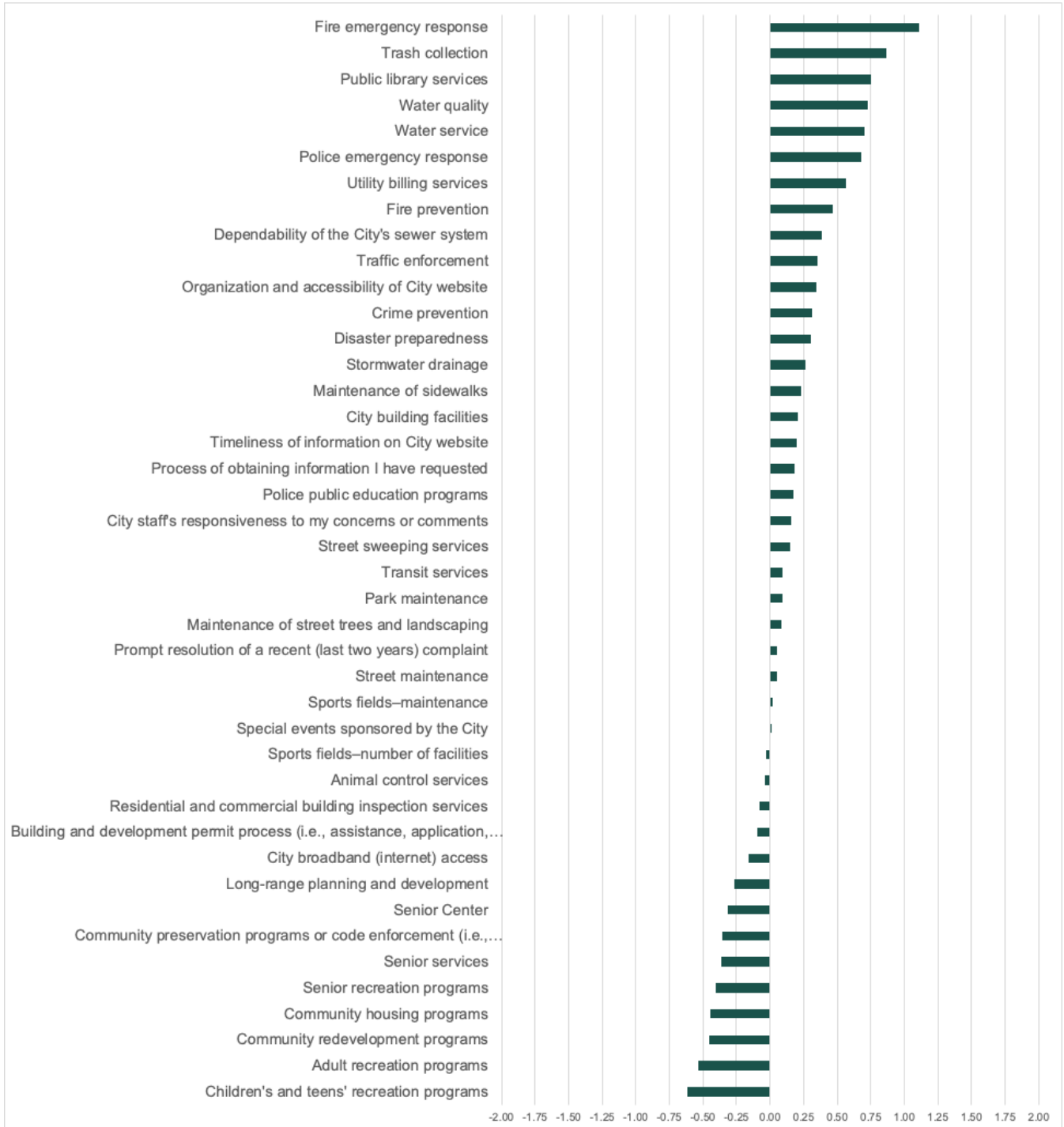
**City of Angels Camp, CA**

*Strategic Planning and Facilitation Assistance – Community Survey Results*

Statement	Mean	Std. Dev.	% Very Dissatisfied (-2)	% Dissatisfied (-1)	% Neither Satisfied nor Dissatisfied (0)	% Satisfied (1)	% Very Satisfied (2)	% Don't Know / N/A
Senior Center	-0.31	0.82	6.4%	17.5%	37.6%	6.8%	0.9%	30.8%
Community preservation programs or code enforcement (i.e., abandoned car removal, noise problems, etc.)	-0.35	1.05	16.2%	19.7%	32.1%	19.2%	0.9%	12.0%
Senior services	-0.37	0.81	7.3%	17.5%	39.7%	4.7%	0.9%	29.9%
Senior recreation programs	-0.40	0.79	7.3%	18.8%	39.3%	3.4%	0.9%	30.3%
Community housing programs	-0.44	0.92	8.5%	22.6%	29.9%	5.1%	2.1%	31.6%
Community redevelopment programs	-0.46	0.90	9.8%	18.4%	33.8%	3.8%	1.7%	32.5%
Adult recreation programs	-0.53	0.84	9.8%	23.9%	32.9%	3.8%	0.9%	28.6%
Children's and teens' recreation programs	-0.61	1.01	18.4%	25.6%	27.8%	8.5%	1.7%	17.9%

**City of Angels Camp, CA**  
*Strategic Planning and Facilitation Assistance – Community Survey Results*

*This information is represented graphically in the following image:*



**City of Angels Camp, CA**

*Strategic Planning and Facilitation Assistance – Community Survey Results*

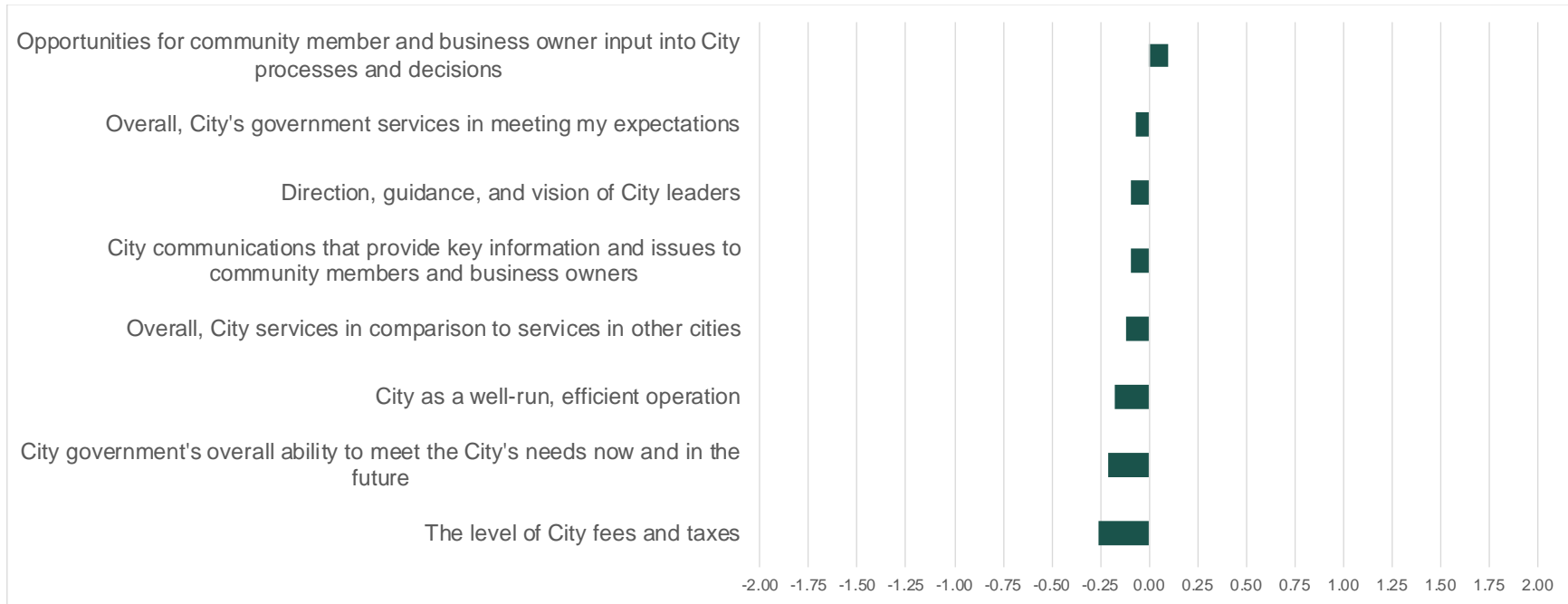
*Please rate the following areas that address general, Citywide operations from "Very Good" to "Very Bad" or "N/A."*

Statement	Mean	Std. Dev.	% Very Bad (-2)	% Bad (-1)	% Neutral (0)	% Good (1)	% Very Good (2)	% Don't Know / N/A
Opportunities for community member and business owner input into City processes and decisions	0.10	0.97	6.8%	9.4%	38.5%	21.8%	4.7%	18.8%
Overall, City's government services in meeting my expectations	-0.07	0.95	8.1%	15.4%	41.9%	19.7%	3.0%	12.0%
Direction, guidance, and vision of City leaders	-0.09	0.94	8.5%	13.7%	42.7%	17.9%	2.6%	14.5%
City communications that provide key information and issues to community members and business owners	-0.09	0.94	6.8%	17.5%	38.0%	18.4%	2.6%	16.7%
Overall, City services in comparison to services in other cities	-0.12	0.98	7.3%	20.5%	36.3%	16.2%	4.3%	15.4%
City as a well-run, efficient operation	-0.18	0.99	9.0%	20.9%	35.5%	17.5%	3.0%	14.1%
City government's overall ability to meet the City's needs now and in the future	-0.21	0.97	9.4%	19.2%	35.9%	16.2%	2.1%	17.1%
The level of City fees and taxes	-0.26	0.94	9.8%	23.1%	36.8%	17.9%	0.9%	11.5%

*This information is represented graphically in the following image:*

# City of Angels Camp, CA

## Strategic Planning and Facilitation Assistance – Community Survey Results



**OPEN-ENDED QUESTION – RESPONSE SUMMARY**

The following table shows a summary of responses to the open-ended community survey question. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response.

*In your opinion, what are the top five priorities that should be focused on by the City in order of importance? (126 responses)*

Count	Comment
35	Downtown needs investment, revitalization, and rehabilitation
34	Bringing in new business and fostering a business-friendly environment is a priority
34	The City needs new, improved, completed, or expanded parks and recreation options
34	General City infrastructure, maintenance, upkeep, and ongoing public works are a priority
24	City streets and roads require improvements and maintenance
22	Utility and resource infrastructure are crucial
19	Restaurant options (also night life and entertainment options) should be improved
19	Homelessness is a major concern
17	The City has a problem with neglected or abandoned buildings, care, properties, and green spaces
16	The City could improve communications and messaging, and should place greater emphasis on community involvement and engagement
15	The City needs more community events
14	The job market and the economy are a priority
13	Police and public safety are important
12	The City lacks adequate shopping options
12	The City needs programs and activities for youth/children
11	Crime and crime prevention need attention
11	The City needs affordable and strategic housing options
10	Fire services, fire prevention, and fire personnel are important
10	Traffic laws need to be enforced to keep the City safe
8	Taxes and fees are too high and/or should be shouldered by businesses and developers, not just the public
7	Drug enforcement is needed
7	The City must be fiscally responsible and proactive with budgets and finance
7	City growth and development is essential / should be encouraged
6	Schools and school safety are important

## City of Angels Camp, CA

### Strategic Planning and Facilitation Assistance – Community Survey Results

Count	Comment
6	The police are not meeting expectations
5	Water and other utility rates are too high
5	Programs to assist those experiencing homelessness would be helpful
5	Strategic planning and careful implementation are key
4	The City needs to practice disaster preparedness
4	City growth and development is going too far
4	Tourism is important and the City should encourage it
3	City parks are unsafe or lack maintenance
3	Codes need to be enforced
3	The City should work to preserve its history and regional heritage
3	Sustainability and resource management should be a priority
2	The City needs more police officers
2	Senior citizens need community programs and activities
2	The City should see to animal services needs
1	The City should not allow major developers to benefit without contributing to the City
1	Tourism should not be a priority
1	There is limited access to medical care and services
1	The City should encourage supply and vendors at the farmer's market
1	The City should utilize contractors instead of relying on City employees for all responsibilities



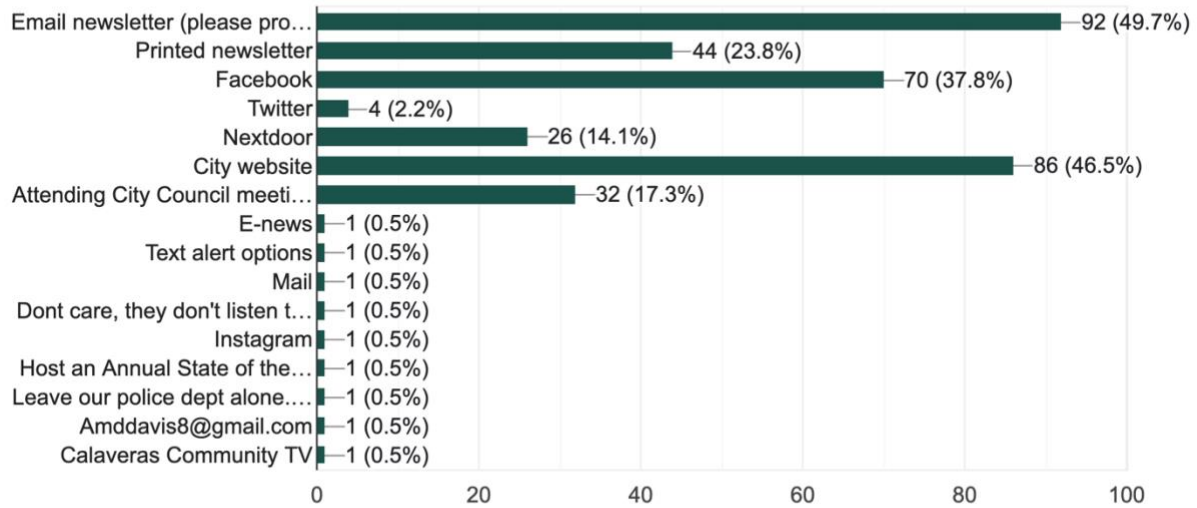
## City of Angels Camp, CA

### Strategic Planning and Facilitation Assistance – Community Survey Results

#### PREFERRED METHOD OF CONTACT FOR COMMUNITY MEMBERS

I would prefer to receive information regarding operations of City government in the City of Angels in the following way(s): (check all that apply)

185 responses



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**APPENDIX B**

**EMPLOYEE SURVEY SUMMARY**

## **CITY OF ANGELS CAMP EMPLOYEE SURVEY SUMMARY**

### **OVERVIEW AND METHODOLOGY**

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Citygate Associates, LLC (Citygate) conducted an internet-based employee survey between August 29, 2022, and October 30, 2022, as part of our Citywide Update and Strategic Plan for the City of Angels Camp (City), California. All City personnel were invited by the City to participate in this survey. In total, there were 21 completed survey responses.

<b>Survey Summary</b>	
<b>Launch Date</b>	August 29, 2022
<b>Close Date</b>	October 30, 2022
<b>Total Responses</b>	<b>21</b>

Apart from two basic employee classification questions, the survey consisted of closed-ended statements that employees could rate their level of agreement with, and open-ended questions for employees to provide written response. For closed-ended statements, respondents rated their level of agreement from “Strongly Agree” to “Strongly Disagree” or “N/A or Don’t Know.”

*It should be noted that employees were not required to answer every question. Additionally, they were permitted to respond “Don’t Know or N/A” to many statements, and these responses were excluded from the mean response calculations. Therefore, the response totals to a particular question may not always correspond with the total of 21 completed surveys.*

### **ORGANIZATION OF ANALYSIS**

---

The results for the survey are organized in the following order:

#### **Classification Results**

- ◆ The raw data for both employee classification questions included on the survey.

#### **Job-Specific Multiple Choice Question Results**

- ◆ Raw data for responses regarding (1) what each employee likes best about working for the City, and (2) what the most challenging aspects of the employee’s specific job are.

#### **Degree of Agreement Statement Results – Sorted from Highest to Lowest**

- ◆ Scores for each closed-ended statement, organized from highest to lowest mean score.

## **Open-Ended Questions – Response Summary**

- ◆ Each of the six questions for which employees provided an open-ended response, with answer themes arranged by frequency.

### ***DEFINITION OF TERMS***

---

The terms defined below are encountered in the information that follows:

- ◆ Mean: An arithmetic mean that is the sum of the responses for each statement divided by the number of responses for each statement.
- ◆ Standard Deviation: Standard deviation tells how spread out the responses are from the arithmetic mean. A standard deviation close to zero indicates that most responses are close to the mean response and that a greater degree of agreement exists among employees with regard to the statement. A greater standard deviation indicates that there was a wider spread of variation in the responses and that a greater degree of disagreement exists among employees with regard to the statement.

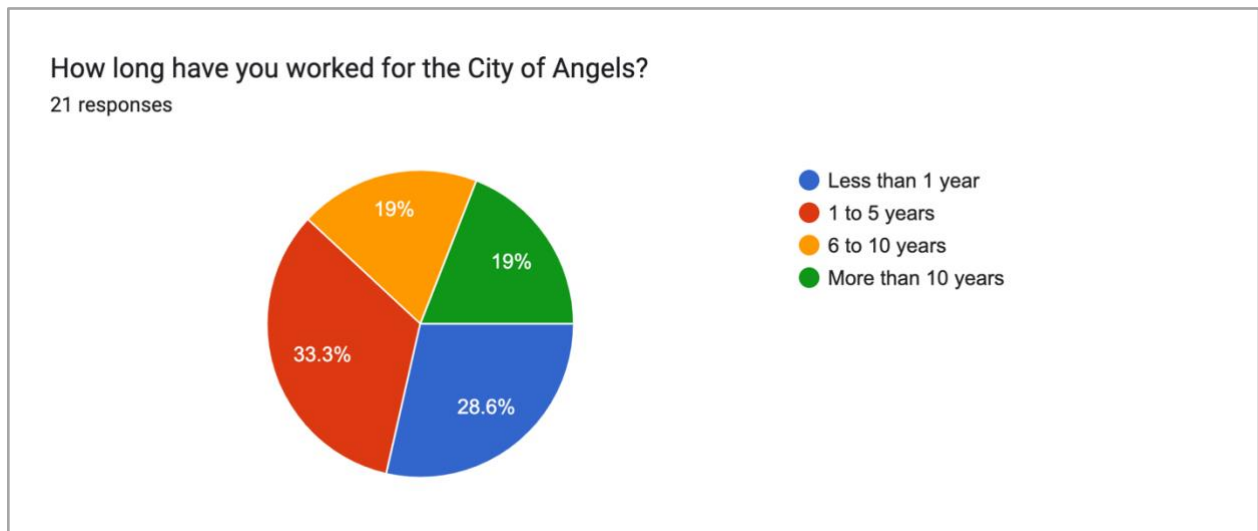
**CLASSIFICATION RESULTS**

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*How long have you worked for the City of Angels?*

Response	Number of Responses	Response Ratio
Less than 1 year	6	28.6%
1 to 5 years	7	33.3%
6 to 10 years	4	19%
More than 10 years	4	19%

*This information is represented graphically in the following image:*



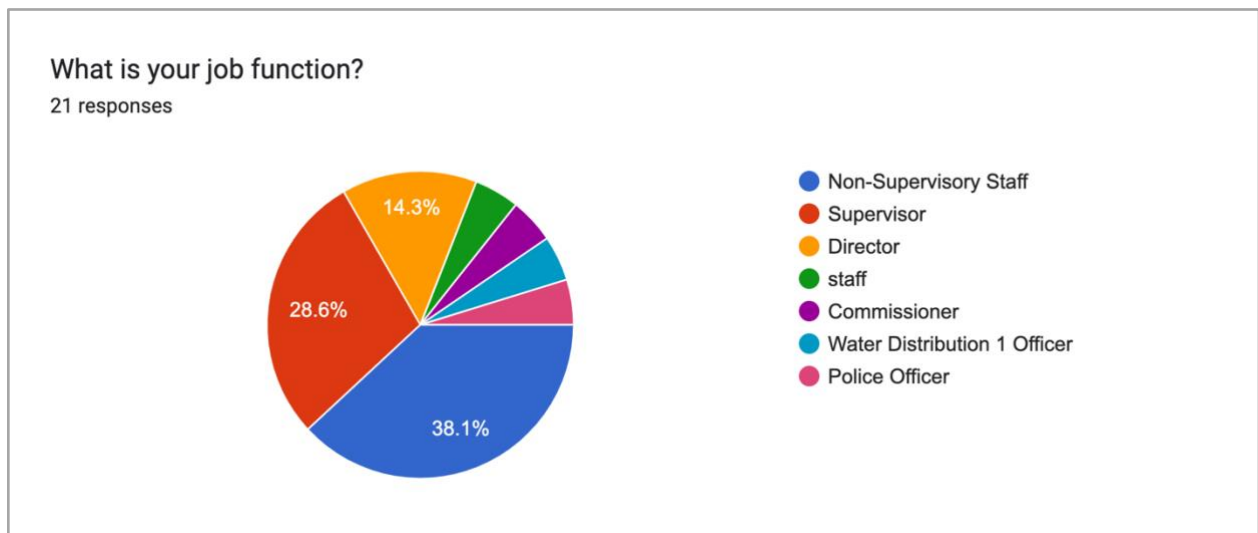
## City of Angels Camp, CA

### Strategic Planning and Facilitation Assistance – Employee Survey Results

#### What is your job function?

Response	Number of Responses	Response Ratio
Non-Supervisory Staff	8	38.1%
Supervisor	6	28.6%
Director	3	14.3%
Other	4	19.2%

This information is represented graphically in the following image:

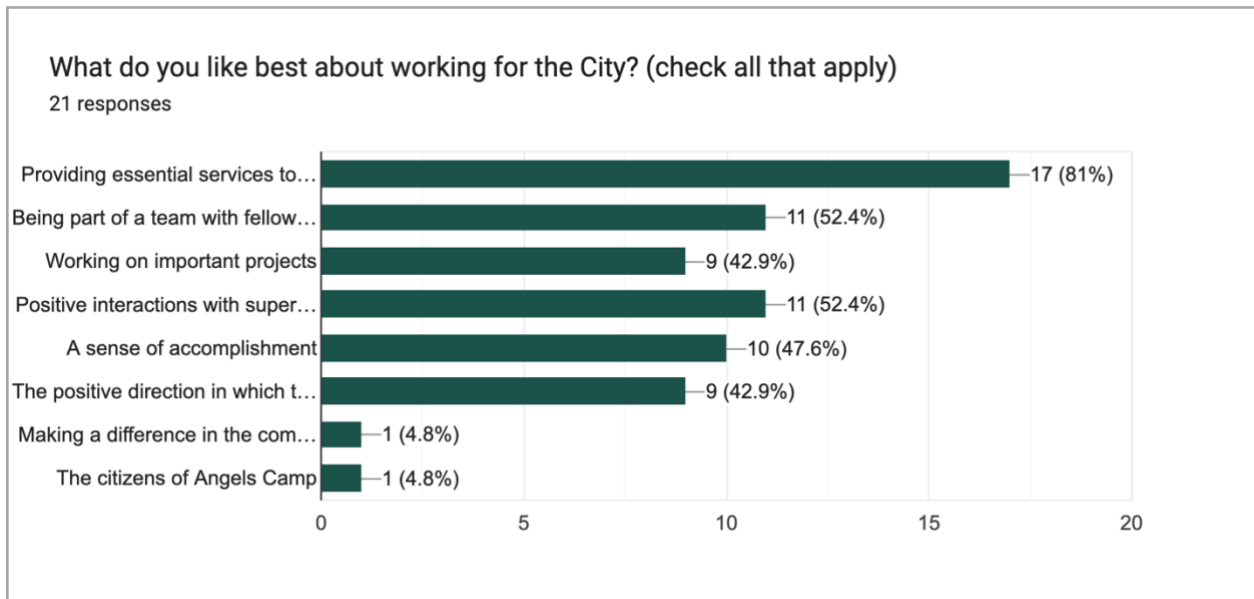


**JOB-SPECIFIC MULTIPLE CHOICE QUESTION RESULTS**

*What do you like best about working for the City? (check all that apply)*

Response	Number of Responses	Response Ratio
Providing essential services to residents and visitors	17	81%
Being part of a team with fellow City employees	11	52.4%
Working on important projects	9	42.9%
Positive interactions with supervisors and managers	11	52.4%
A sense of accomplishment	10	47.6%
The positive direction in which the City organization is heading	9	42.9%
Other: Making a difference in the community	1	4.8%
Other: The citizens of Angels Camp	1	4.8%

*This information is represented graphically in the following image:*



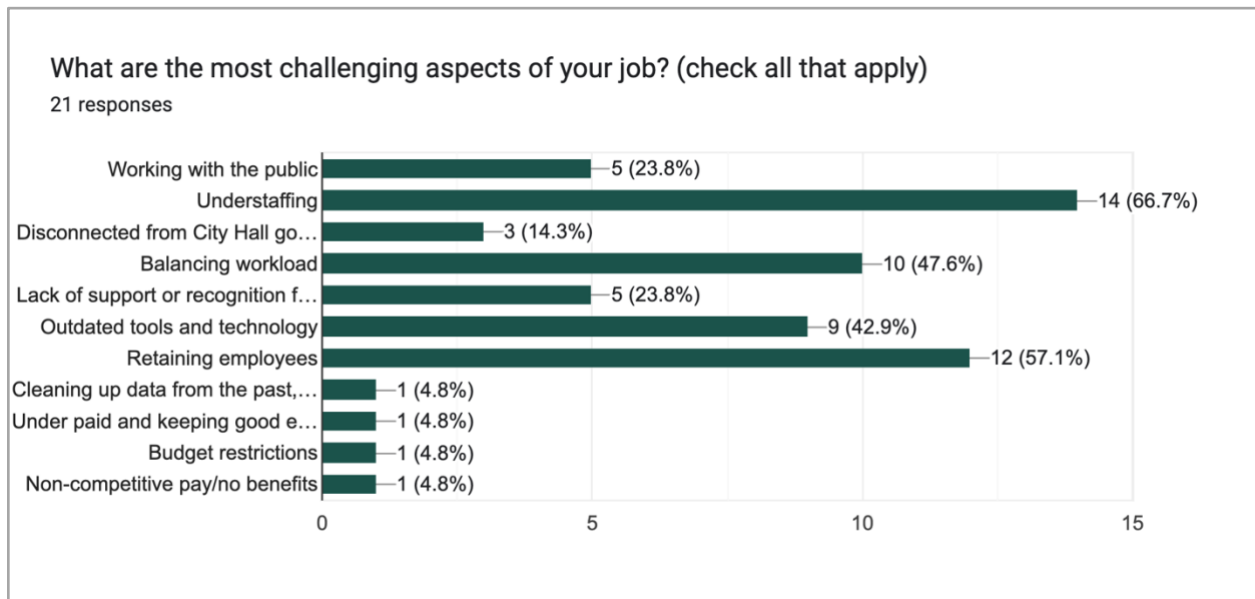
**City of Angels Camp, CA**

*Strategic Planning and Facilitation Assistance – Employee Survey Results*

***What are the most challenging aspects of your job? (check all that apply)***

Response	Number of Responses	Response Ratio
Working with the public	5	23.8%
Understaffing	14	66.7%
Disconnected from City Hall goals	3	14.3%
Balancing workload	10	47.6%
Lack of support or recognition from management	5	23.8%
Outdated tools and technology	12	57.1%
Retaining employees	1	4.8%
Other: Cleaning up data from the past, feels good to accomplish but can be challenging	1	4.8%
Other: Under paid and keeping good employees here because of it	1	4.8%
Other: Budget restrictions	1	4.8%
Other: Non-competitive pay / no benefits	1	4.8%

*This information is represented graphically in the following image:*





**City of Angels Camp, CA**

*Strategic Planning and Facilitation Assistance – Employee Survey Results*

***RESPONSES FOR EACH STATEMENT***

The following table shows all the employee survey statements with the calculation of the mean and standard deviation of responses, along with the percentage of each type of response, including “Don’t Know or N/A.”

Statement	Mean	Std. Dev.	% Strongly Disagree (-2)	% Disagree (-1)	% Neutral (0)	% Agree (1)	% Strongly Agree (2)	% Don't Know / N/A
Service to the public is strongly emphasized in my department.	<b>1.55</b>	0.74	0.0%	4.8%	0.0%	28.6%	61.9%	4.8%
I understand my manager/supervisor’s expectations of the job I perform.	<b>1.14</b>	0.94	4.8%	0.0%	9.5%	47.6%	38.1%	0.0%
I believe good teamwork exists in my department.	<b>1.10</b>	0.87	0.0%	4.8%	19.0%	38.1%	38.1%	0.0%
My manager/supervisor encourages teamwork in my department.	<b>1.10</b>	1.02	4.8%	0.0%	19.0%	33.3%	42.9%	0.0%
My manager/supervisor keeps commitments they make to me.	<b>1.05</b>	0.95	4.8%	0.0%	14.3%	47.6%	33.3%	0.0%
The work environment in my department is supportive and positive.	<b>1.00</b>	1.11	4.8%	4.8%	19.0%	28.6%	42.9%	0.0%
I receive clear and specific direction from my supervisor(s) regarding my work assignments.	<b>1.00</b>	0.93	4.8%	0.0%	14.3%	52.4%	28.6%	0.0%
It is clear to me what my role is and how it contributes to the larger purpose of my department.	<b>0.95</b>	1.05	4.8%	9.5%	0.0%	57.1%	28.6%	0.0%
The management of my department listens to employees.	<b>0.90</b>	1.06	4.8%	4.8%	19.0%	38.1%	33.3%	0.0%
The management of my department contributes to the productivity of the department.	<b>0.86</b>	1.25	9.5%	4.8%	14.3%	33.3%	38.1%	0.0%

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*Strategic Planning and Facilitation Assistance – Employee Survey Results*

Statement	Mean	Std. Dev.	% Strongly Disagree (-2)	% Disagree (-1)	% Neutral (0)	% Agree (1)	% Strongly Agree (2)	% Don't Know / N/A
The goals and objectives of the department are achievable.	<b>0.71</b>	1.12	4.8%	9.5%	23.8%	33.3%	28.6%	0.0%
I agree with the mission, vision, and values statement that guides all City staff members.	<b>0.67</b>	0.75	0.0%	0.0%	42.9%	28.6%	14.3%	14.3%
I receive sufficient training for the effective completion of my job responsibilities.	<b>0.67</b>	1.17	9.5%	4.8%	19.0%	42.9%	23.8%	0.0%
The mission/goals and objectives of my department are clearly defined and understood by me.	<b>0.65</b>	1.15	9.5%	4.8%	14.3%	47.6%	19.0%	4.8%
The City has an effective process for listening to resident or customer concerns.	<b>0.63</b>	1.13	9.5%	4.8%	9.5%	52.4%	14.3%	9.5%
There is an effective flow of information between supervisors and staff within my department.	<b>0.62</b>	1.29	14.3%	4.8%	9.5%	47.6%	23.8%	0.0%
Clear, written policies and procedures are in place to assist me in the performance of my job responsibilities.	<b>0.62</b>	1.43	14.3%	9.5%	14.3%	23.8%	38.1%	0.0%
I believe my department functions proactively and does not simply react to crises.	<b>0.57</b>	1.05	4.8%	9.5%	28.6%	38.1%	19.0%	0.0%
Overall, I believe the decision-making within my department is consistent with City Council priorities.	<b>0.56</b>	1.12	4.8%	14.3%	9.5%	42.9%	14.3%	14.3%
Written policies and procedures are available and consistently followed in day-to-day operations.	<b>0.52</b>	1.14	9.5%	9.5%	14.3%	52.4%	14.3%	0.0%
The performance evaluations I have received have been completed in a timely manner and according to schedule.	<b>0.46</b>	0.93	0.0%	9.5%	23.8%	19.0%	9.5%	38.1%
I believe opportunities for employee involvement in goal setting, decision-making, and other aspects of my work are adequate.	<b>0.40</b>	1.11	9.5%	14.3%	4.8%	61.9%	4.8%	4.8%
I believe my department is an efficient, well-run organization.	<b>0.38</b>	1.05	9.5%	4.8%	33.3%	42.9%	9.5%	0.0%

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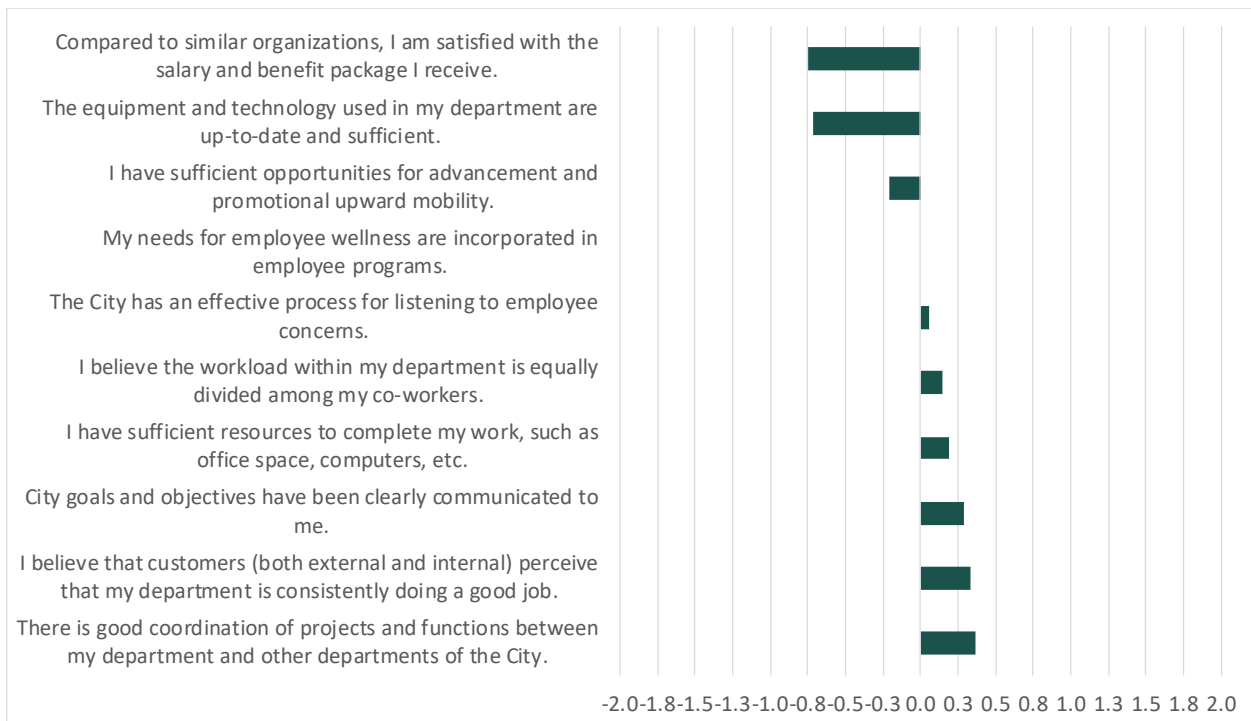
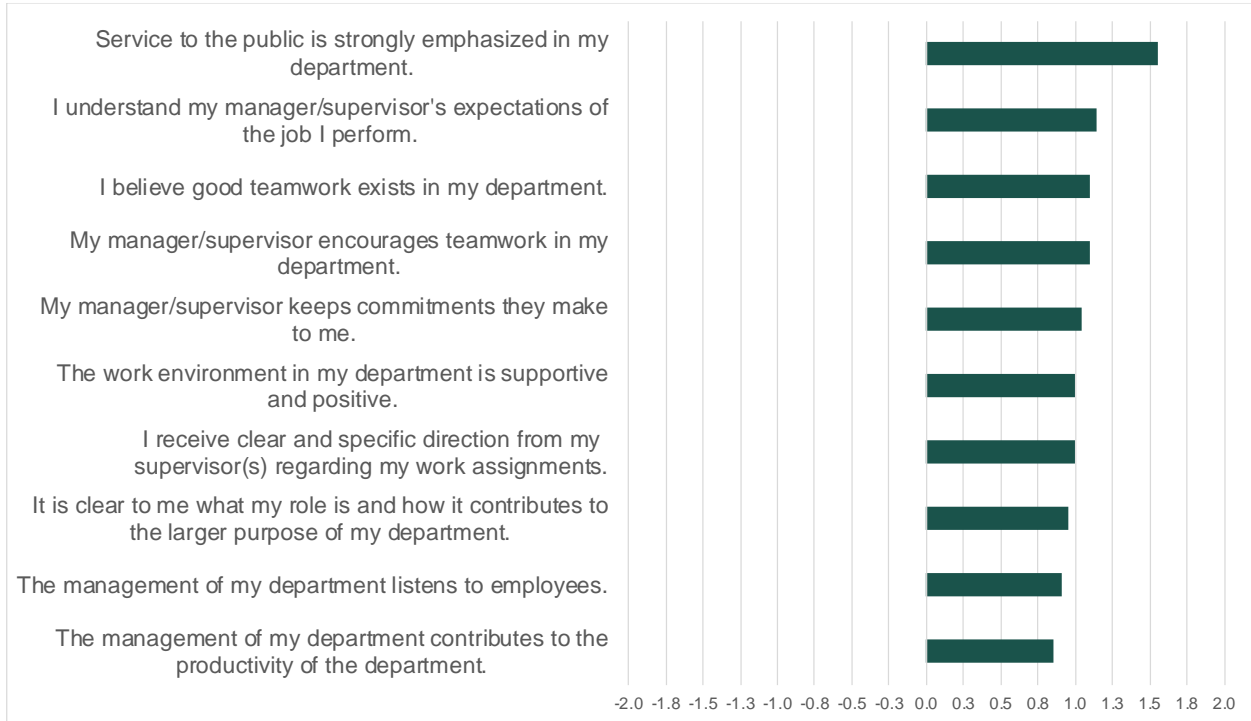
*Strategic Planning and Facilitation Assistance – Employee Survey Results*

Statement	Mean	Std. Dev.	% Strongly Disagree (-2)	% Disagree (-1)	% Neutral (0)	% Agree (1)	% Strongly Agree (2)	% Don't Know / N/A
I believe that my department's approach to employee discipline is fair and evenly administered.	<b>0.37</b>	1.27	9.5%	19.0%	4.8%	42.9%	14.3%	9.5%
There is good coordination of projects and functions between my department and other departments of the City.	<b>0.37</b>	1.04	9.5%	4.8%	23.8%	47.6%	4.8%	9.5%
I believe that customers (both external and internal) perceive that my department is consistently doing a good job.	<b>0.33</b>	1.13	9.5%	14.3%	19.0%	47.6%	9.5%	0.0%
City goals and objectives have been clearly communicated to me.	<b>0.29</b>	0.88	4.8%	9.5%	42.9%	38.1%	4.8%	0.0%
I have sufficient resources to complete my work, such as office space, computers, etc.	<b>0.19</b>	1.30	19.0%	14.3%	0.0%	61.9%	4.8%	0.0%
I believe the workload within my department is equally divided among my co-workers.	<b>0.14</b>	1.32	19.0%	9.5%	23.8%	33.3%	14.3%	0.0%
The City has an effective process for listening to employee concerns.	<b>0.06</b>	1.08	9.5%	14.3%	28.6%	28.6%	4.8%	14.3%
My needs for employee wellness are incorporated in employee programs.	<b>0.00</b>	1.37	19.0%	9.5%	14.3%	28.6%	9.5%	19.0%
I have sufficient opportunities for advancement and promotional upward mobility.	<b>-0.21</b>	1.24	23.8%	9.5%	19.0%	38.1%	0.0%	9.5%
The equipment and technology used in my department are up-to-date and sufficient.	<b>-0.71</b>	1.20	38.1%	19.0%	19.0%	23.8%	0.0%	0.0%
Compared to similar organizations, I am satisfied with the salary and benefit package I receive.	<b>-0.75</b>	1.22	38.1%	14.3%	28.6%	9.5%	4.8%	4.8%

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*Employee responses to the preceding statements are represented graphically in the following images. The top 10 most agreed-to statements are listed first, followed by the 10 least agreed-to statements.*



**OPEN-ENDED QUESTIONS – RESPONSE SUMMARY**

The following table shows a summary of responses to the open-ended employee survey question. The results are summarized by common themes identified in each response and are organized by count (frequency) of each response.

*What are the top three areas that you believe work well in your department? (17 responses)*

Count	Comment
10	Teamwork / effective team members
7	Team attitude and relationships: pride, positivity, helpfulness, enthusiasm, camaraderie
7	Strong management/leadership, the availability of the Deputy Chief, helpful Supervisor, support, positive reinforcement
7	Quality communications
1	Continued improvement
1	Cross-training
1	Budget
1	Having a finance director
1	Collaboration with people in other departments
1	Flexible scheduling
1	Well-defined job roles
1	Motivation to help people
1	The valuing of hard work

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*What are the top three areas that you believe work well in the City? (16 responses)*

Count	Comment
9	Collaboration and communication between departments and with City leadership, teamwork
5	Setting new goals and standards, willingness to improve, and movement in the right direction
3	Involvement, interaction, and information shared with community
3	Budget, investment, and finance improvements
2	Having a dedicated administrator working for the City
2	Collaboration with outside organizations and agencies
2	Not sure
1	Town events
1	Public safety doing a good job despite limited staff
1	City staff are friendly and professional
1	Clear objectives from planning commission
1	Work hours
1	Reliability
1	Pride taken in the City
1	None

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*What are the top three areas that you believe need to be improved in your department? (21 responses)*

<b>Count</b>	<b>Comment</b>
11	Pay and benefits
10	Staffing levels
4	Training across all staff levels and cross-training between positions
4	Public engagement, including building a stronger internet presence
4	Staffing retention
4	Technology, updates to the computer system
4	Equipment and tools, with storage space
3	Documentation of policies and procedures
2	Communication, seeking staff input before implementing major changes
2	Vehicles and heavy equipment
1	Management being willing to assist other staff
1	Department structure
1	Investment in the future
1	Increasing the budget
1	Employee accountability
1	Scheduling for work/life balance
1	More billable hours
1	More community feedback
1	More public-friendly facilities for meeting spaces

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*What are the top three areas that you believe need to be improved in the City? (18 responses)*

Count	Comment
6	Infrastructure improvements, replacement/renovation of facilities: City, roads, water and sewer
4	Lack of sense of community, support for local events, engagement with citizens, public trust
4	Technology
3	Work to bring in businesses, cultivate an environment for business growth
3	Increase in Public Safety (police and/or firefighter) staffing and pay
3	Pay scales, wages, salaries
2	Revitalization/cleaning of downtown
2	Lack of empathy for the homeless or others in need, services and resources to help
2	Medium-income housing, housing in general
2	Businesses/residents should be educated on code violations, code compliance/enforcement
2	Improve parks
2	Places for community and youth activities
2	Communications and the sharing of information with the public
2	Employee appreciation and recognition, evaluation of employees/leadership in all departments
2	Staffing levels
1	Economic development action plan
1	Complaining about fellow citizens instead of offering to help them
1	Sense of entitlement from the established family hierarchy
1	Places to eat
1	A City Hall building for better customer access
1	Ground security for departments
1	Documented procedures and policies
1	Overview of all departments' staffing and vehicle use
1	More involvement from Public Works with brush and grass removal
1	Efficiencies gained between City and County



**City of Angels Camp, CA**  
*Strategic Planning and Facilitation Assistance – Employee Survey Results*

*What opportunities do you see for the City in the next three years? (18 responses)*

Count	Comment
6	Public infrastructure improvements, reinvestment in community and departments
5	Stable City growth
4	Housing expansion (including affordable housing, Habitat for Humanity, etc.)
4	Growth in businesses, getting a “big box” store
3	Development of new land areas and parks, updates to existing parks
2	More City events that are that are better run and funded with new tax revenues
2	Grant opportunities focused on downtown, economic expansion and planning
1	Technology
1	Unite citizens in a shared sense of value
1	No opportunity—things never change
1	Job growth
1	Improvement in morale among City departments
1	Code education and compliance
1	Increased public services
1	Improvements in City employee retention
1	JPA agreement between fire services agencies
1	Annexation of property

**City of Angels Camp, CA**

*Strategic Planning and Facilitation Assistance – Employee Survey Results*

*What constraints do you see for the City in the next three years? (18 responses)*

<b>Count</b>	<b>Comment</b>
5	City sales and TOT revenues are volatile in the event of recession; need for large finance reserves limits City investment, other budget and finance concerns
3	Traffic flow, road backups during events
2	The economy, and any related business closures due to the economic hardship
2	Self-absorption, pride, and spite among people. Too many non-inclusive. Lack of community.
2	Resistance to growth, or not pushing hard enough for growth and development in the City
2	Homelessness
1	The funding of more major projects specifically
1	Income VS. cost of living
1	Vandalism
1	Public support and trust
1	Small area available for growth
1	Operational inefficiencies related to being a small city
1	Poor employment
1	Retention of City employees