



# CITY OF SANGER

## Strategic Planning Program

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# Community Outreach Results

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*March 2016*

Hampian ■ Statler ■ Multari



**The HSM Team**

City of Sanger  
Strategic Planning Program  
**Community Outreach Results**

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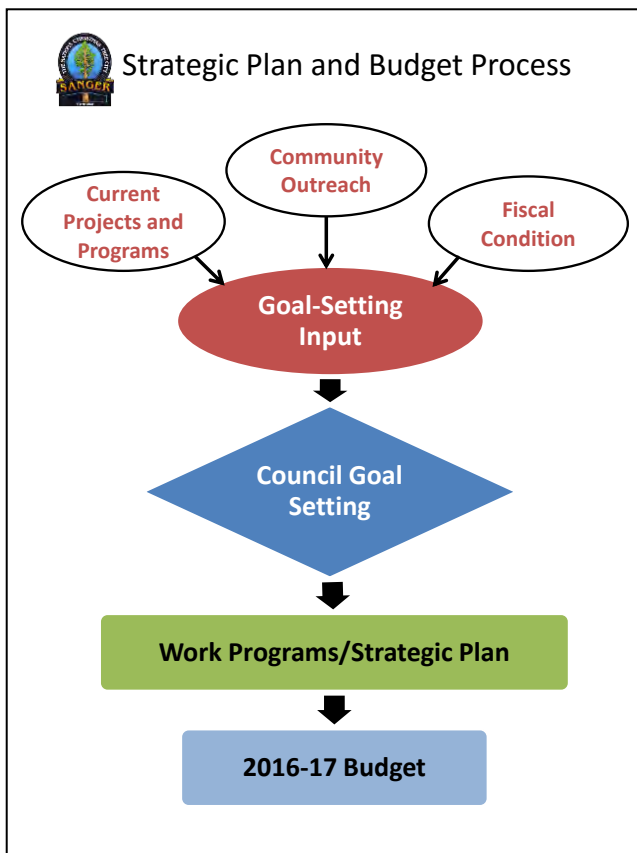
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# 1 EXECUTIVE SUMMARY

## REPORT PURPOSE

The purpose of the Strategic Planning Program process is to identify the most important, highest priority things for the City to accomplish over the next five years and link them with the resources needed to do so. This report presents the results of the City of Sanger’s community outreach efforts as part of its strategic planning/goal setting process.

While the responsibility for setting goals and strategic plan priorities – and allocating the resources needed to achieve them – rests with the City Council, gauging community sentiment about the most important goals is a critical element of the planning process.



Furthermore, asking the community what they think are the most important goals early on in the planning and budgetary process provides an opportunity for the public to participate in their local government and gives them additional avenues for voicing their opinions about the future of Sanger.

**Report Organization.** The report has three main sections:

1. **Executive Summary.** Summary of findings, highlights and description of the outreach process.
2. **Outreach Results.** Recap of the community workshops, survey results, letters and other communications, and workshop participant evaluations.
3. **Appendix: Detailed Responses/Raw Data.** The complete list of survey responses, workshop recommendations and copies of letters.

## SUMMARY OF FINDINGS

Key ways public could provide input were through a survey included in the City’s utility bills and two community workshops held in January 2016. In addition, people could submit comments by letter, telephone or online. City staff also met with several community groups to inform them about the process and inviting them to provide input through one or more of these opportunities. One such group was the Sanger Community Care Task Force, which is composed of representatives from over 30 community groups.

The central question posed to the community through the survey and workshops was:

*What are the most important things for the City to focus on over the next five years?*

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The responses to this question were quite diverse; however, the following themes emerged as the top priorities. All input sources tended to reinforce this prioritization.

### Top Priorities

- **Public Safety**, especially a comprehensive gang prevention and intervention program.
- **Economic Development**, including job creation and attracting a variety of new businesses currently lacking in Sanger.
- **Infrastructure Maintenance and Improvements**, including particularly streets, sidewalks, curbs and gutters, and street lighting.
- **Youth Programs and Activities**, often also viewed as a key element of a comprehensive gang prevention/intervention program.
- **Downtown Revitalization**, frequently cited separately from the broader economic development goal.
- **Improving the Community's Image**, including cleaning up both commercial areas and neighborhoods, and code enforcement.

### Other Areas of Significant Community Interest

- Improving City Council working relations and effectiveness.
- Traffic-related concerns including speeding and intersection problems.
- Water-related issues including conservation and infrastructure upgrades.
- Animal control issues.
- Park maintenance and improvements.

## RESULTS HIGHLIGHTS

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Clearly, the two most important issues raised by this public input process related to public safety, especially a comprehensive approach to gang problems, and economic development, especially job creation and attracting new businesses.

### Top Priorities

**Public Safety and Comprehensive Gang Prevention/Intervention.** Public safety concerns tied with economic development as the most frequently cited issue in the surveys. Although this concern was often expressed simply as “crime prevention” or “keep the city safe,” gang problems were far and away the specific public safety issue most frequently mentioned.

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At the two community workshops, this issue was also raised, garnering the highest degree of consensus among the participants. Such a comprehensive program would entail many elements. Among the numerous suggestions were community-based policing, new training and methods, and restorative justice approaches. At the workshops, gang prevention/intervention was also explicitly linked to the provision of youth activities, including sports and other after school programs, as well job creation, both of which were separately high priority items as well (see below).

**Economic Development.** This issue was equally important to the community as public safety and was similarly multi-faceted. Attracting new – and supporting/improving existing – businesses was frequently cited among survey respondents, along with job creation especially for local residents. As noted above, jobs were included as being part of a comprehensive gang program at the workshops.

Participants often expressed a desire for the City to attract specific types of businesses. Most frequently listed were a hotel, movie theaters, large retailers, Carl's Jr., other restaurants, banks, grocery and other types of stores. Almost all of the high school students surveyed (90 of 96) included some aspect of economic development as an important priority, most often indicating a desire for specific businesses such as a movie theater, certain restaurants and food services, clothing and sporting goods stores.

**Infrastructure Maintenance and Improvements.** Upgrading and maintaining the City's physical assets was included as a high priority at both workshops and in the surveys. Most frequently mentioned in the surveys were streets, sidewalks, curbs and gutters, and street lighting. Some specific improvements were specifically listed by many people including fixing railroad crossings, widening Bethel and completing sidewalks near schools.

**Improving the Community's Image.** This category encompasses a large number of similar comments about such issues as the need to clean up various commercial corridors, a desire for improving the appearance and upkeep in neighborhoods, graffiti abatement, trash pick-up and code enforcement.

**Downtown Revitalization.** Although perhaps considered an element of a larger economic development goal, improving the downtown was specifically called-out separately at both community workshops and was one of the top issues listed in the surveys. Many high school students also explicitly mentioned downtown revitalization as a high priority.

**Youth Services and Activities.** Among the surveys, youth services and related activities for young people were among the top issues cited. At the community workshops, these services and activities were viewed by the participants as part of what would go into a comprehensive gang prevention/intervention program.

Reinforcing the importance of this issue to the community's youth themselves, almost two-thirds of the high school students listed "more things for young people to do" as high priority for them. The activities they suggested included recreation, sports, arts and other programs that might be provided by the school district, City and non-profits (or

## ① EXECUTIVE SUMMARY

partnerships among them), as well as more businesses oriented to youths such as a movie theater and bowling alley.

### *Other Areas of Significant Interest*

**City Council Relations.** Several surveys mentioned that an effective working relation among the City Council members was important to them. Many respondents expressed the hope that the City was moving beyond past issues that they felt had hindered the City's progress.

**Traffic Issues.** Several respondents listed traffic issues as a high priority, including speeding, conflicts in some places between bicyclists and cars, and the need for better lighting and striping.

**Water-Related Issues.** Another important topic was water. Many people recommended that the City enhance conservation efforts, repair infrastructure, and address adequate sources and storage.

**Animal Control Issues.** Several people expressed concerns about uncontrolled dogs, wanted owners to be more responsible, and hoped for expanded services and humane treatment. One respondent was specifically concerned about disturbances from roosters.

**Parks Maintenance and Improvements.** Parks were listed relatively highly in the survey responses, sometimes linked explicitly to more and better youth activities. Safety and lighting were frequently cited as concerns. The high school students rated parks as the next highest priority after public safety, economic development and youth activities. At one of the community workshops, "parks" was offered by one of the tables as a top priority, but in the end it did not garner as many votes as other issues.

### *Homelessness, Housing and Related Social Services*

Although homelessness and affordable housing with supporting social services did not individually rank especially high among the responses to the survey, if one considers these as different aspects of a related issue, a general concern about directing more efforts to low income residents does arise in some form across the different input modes. In the utility bill survey, homelessness and related services was not near the top of the list, but did garner only slightly fewer responses than parks and animal control.

Homelessness and especially housing such as a women's shelter with related support services were listed as fairly high priorities by attendees at one of the community workshops. The high school students also ranked homeless services among their top ten priority issues. While this would not be considered among the highest priority issues, it does seem to be an area of significant interest in the community.

## **OUTREACH PROCESS**

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City staff successfully developed and engaged in a wide range variety of community outreach efforts, including:

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- Information and survey on City Website
- Information and survey in Ask Sanger Resource Center
- Information on Inside Sanger Newsletter (mailed with utility bills)
- Survey on AskSanger
- Staff announcements at Council and Citizens Oversight Committee meetings
- Information on Sanger Scene Facebook
- Councilmember Garza monthly district meeting
- Community group presentations
- Sanger High School Leadership Classes
- Utility billing inserts
- Community workshops

The following summarizes the results of community group outreach, utility billing and Sanger High School student surveys, other correspondence and community workshops.

### Community Groups

Presentations by the City staff on strategic plan process and participation opportunities, which included distribution of flyers and surveys, were made to the:

- Sanger Community Care Task Force (composed of representatives from over 30 community groups)
- Rotary Club of Sanger
- Vista Monte Mobile Home Park Residents
- Citizens Oversight Committee
- Wilson School – Champion for Change (Moms)
- Sanger Woman’s Club
- Sanger High School Leadership Classes




What are the most important things for the City of Sanger to focus on over the next 5 years?

¿Cuáles son las cosas más importantes en las que la ciudad de Sanger se debe enfocar durante los próximos años?

*We want your help in answering this question in making sure we use our limited resources wisely in meeting our top priorities.*

*Queremos su ayuda para responder esta pregunta. Necesitamos asegurarnos de utilizar nuestros recursos limitados sabiamente al cumplir con nuestras mayores prioridades.*



**THE CITY OF SANGER STRATEGIC PLAN PROCESS—SETTING THE COURSE FOR THE NEXT FIVE YEARS!**

The City’s strategic planning process will set our course and priorities for the next five years. An essential part of this process is listening closely to what our community believes are our top priorities. There are two ways you can help us answer this question - fill out and return to us the brief questionnaire that was mailed out in last month’s water bill mailing or respond through AskSanger.com under “My Priorities”, or attend one of two Community Workshops. Both Workshops will be held at the Community Center. The Workshops are identical. You may choose to attend either Saturday, January 9th at 9am or Tuesday, January 12th at 7pm. These workshops provide an opportunity to present your ideas and discuss them with other community members. For more information, contact Kristina Chamberlin (559) 876-6300, ext. 1500

La ciudad está comenzando un proceso de planificación estratégica que establecerá nuestro curso y prioridades para los próximos cinco años. Una parte esencial de este proceso es escuchar de cerca lo que nuestra comunidad considera como prioridades. Aquí hay dos maneras en las que nos puede ayudar a responder esta pregunta. Complete y devuelva el breve cuestionario, o entregarnos su respuesta por medio de AskSanger.com, busque el tema “Mis prioridades”, o asista a uno de los dos talleres comunitarios a Sanger Community Center Sábado, 9 de enero, 9am o Martes, 12 de enero 7pm. Estos talleres son una oportunidad para presentar sus ideas y discutirlos con otros miembros de la comunidad. Para más información, contacte Kristina Chamberlin al (559) 876-6300, ext. 1500

*Thank you for your assistance! Gracias por su ayuda!*

### Utility Billing Inserts

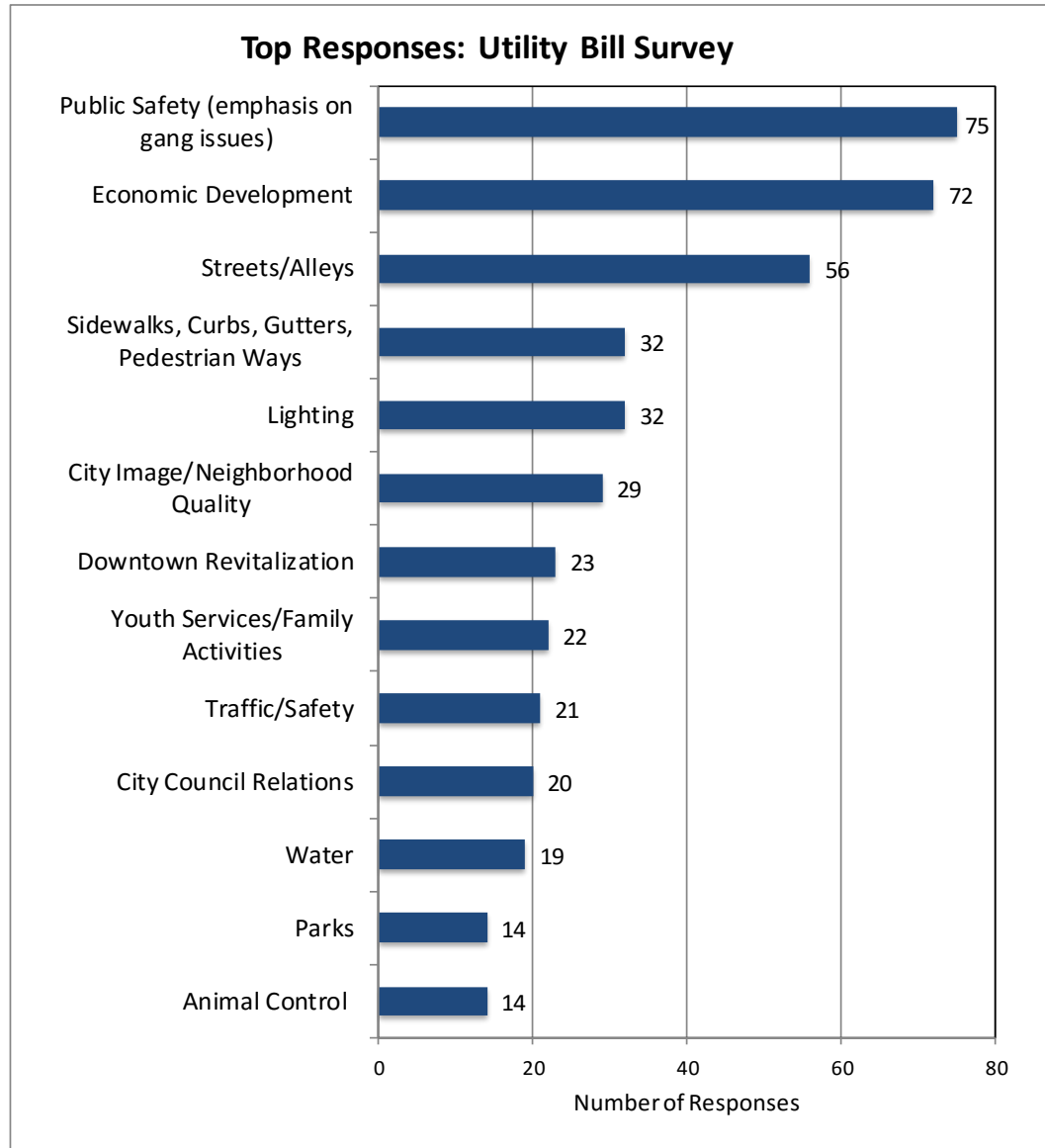
The City sent out a bilingual survey form with the City’s utility bills in November 2015, followed by a reminder in December’s mailing and another insert in the January 2016 billing. 161 surveys responses were returned by February 10, 2016.

It should be kept in mind that this is not a “scientific” opinion survey using random sampling and statistical analysis. And while the City’s utility bills have an extensive reach into the

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community, it is recognized that not everyone receives a bill – though other opportunities to complete the survey were provided at City Hall, on line and at presentations by City staff to community groups.

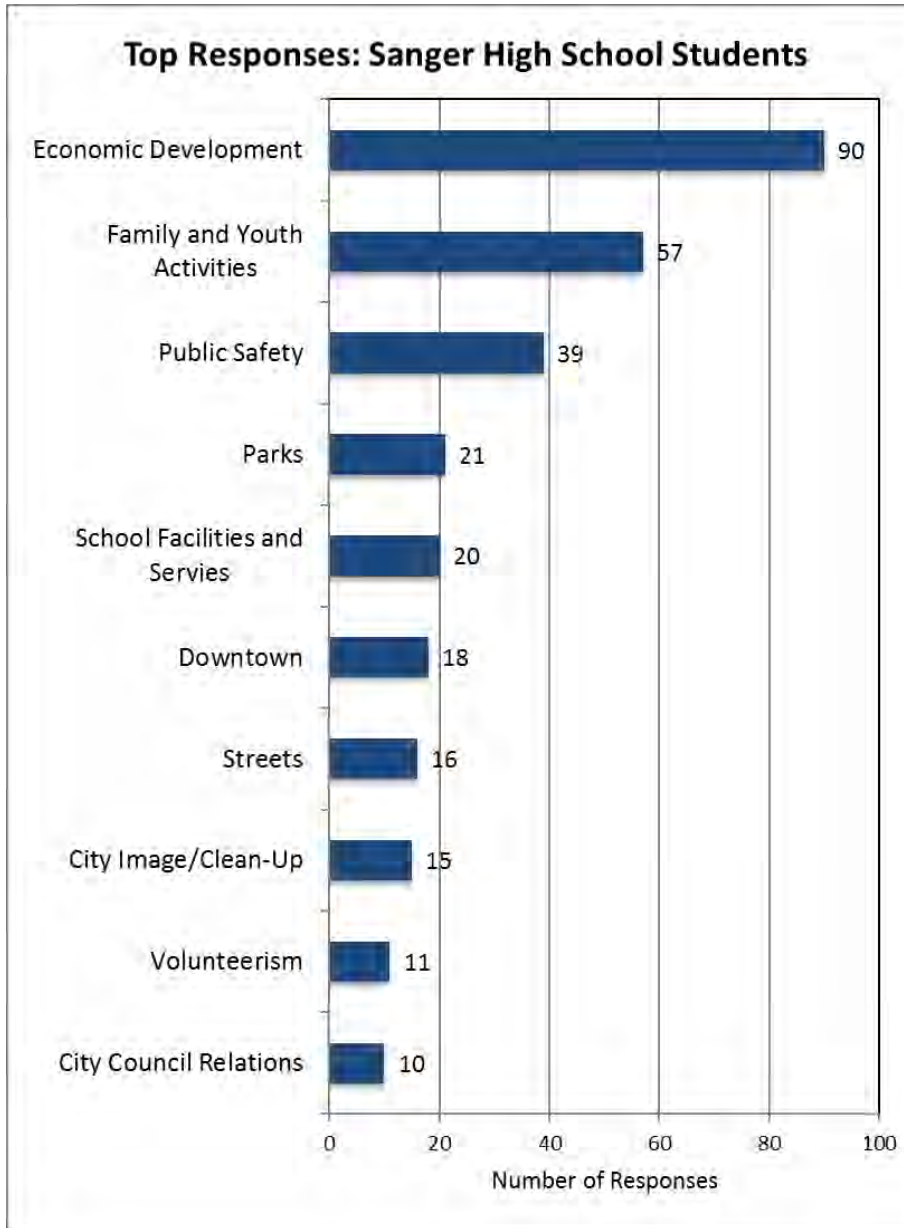
However, given the consensus among the top few issues, reinforced by the results of the workshops (described further below), the information should be considered valuable in contemplating strategic planning goals.



### **Sanger High School Students Leadership Classes**

The City staff’s meeting with Sanger High School students in leadership classes about the strategic planning process is especially notable, since participants were asked to fill out the same survey forms as those sent out in the utility bills. As summarized below, the results of this exercise from 96 students are interesting and insightful. (More information about the results are provided in in Sections 2 and 3).





**Other Correspondence**

The Sanger Downtown Business Association submitted a letter encouraging support for existing and recruitment of new businesses, efforts to make Sanger downtown more of a “destination,” more community events and better articulation and coordination of services and events. Many of the detailed recommendations may be helpful in developing work programs if downtown revitalization is among the Council’s top priorities.

Domingo Valdez submitted a letter along with his candidates for the top five issues that the City should focus on.

Both of these letters are included in the Appendix.

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### Community Workshops

Two public workshops were held on January 9, 2016 (Saturday morning) and January 12, 2016 (Tuesday evening). The content and exercises in each workshop were the same; the two dates were simply to provide more options for convenience to the public. Bilingual services were available if anyone preferred to participate in Spanish, although no one asked for this option.

Despite efforts to encourage the community to participate, attendance was light. Approximately 15 people came to the Saturday session and about 10 more to the Tuesday workshop. Despite the smaller than hoped for attendance, those that participated were

quite engaged and largely felt that the efforts were worthwhile (see results of the feedback questionnaire in Section 2). Furthermore, the highest ranking concerns were largely the same at both workshops and were also in concert with the results of the surveys.



At the workshop, after a welcome and thank you from the Mayor Pro Tem, a brief presentation explained the strategic planning process and the desire on the part of the City to solicit community sentiment on goal setting. Participants were then broken up into small groups around tables and discussions were facilitated by City staff

members. (Along with the staff facilitators, the workshops were well-attended by other City staff members from all City departments.)

Like the utility billing survey, participants were asked:

*What are the most important things for the City to focus on over the next five years?*

All ideas were listed on sheets of paper. When all the ideas were written down, each table then voted for the top five items on the list. The results were shared with the entire group. The top items recommended from each table were then consolidated into a combined “ballot” of the most favored ideas.

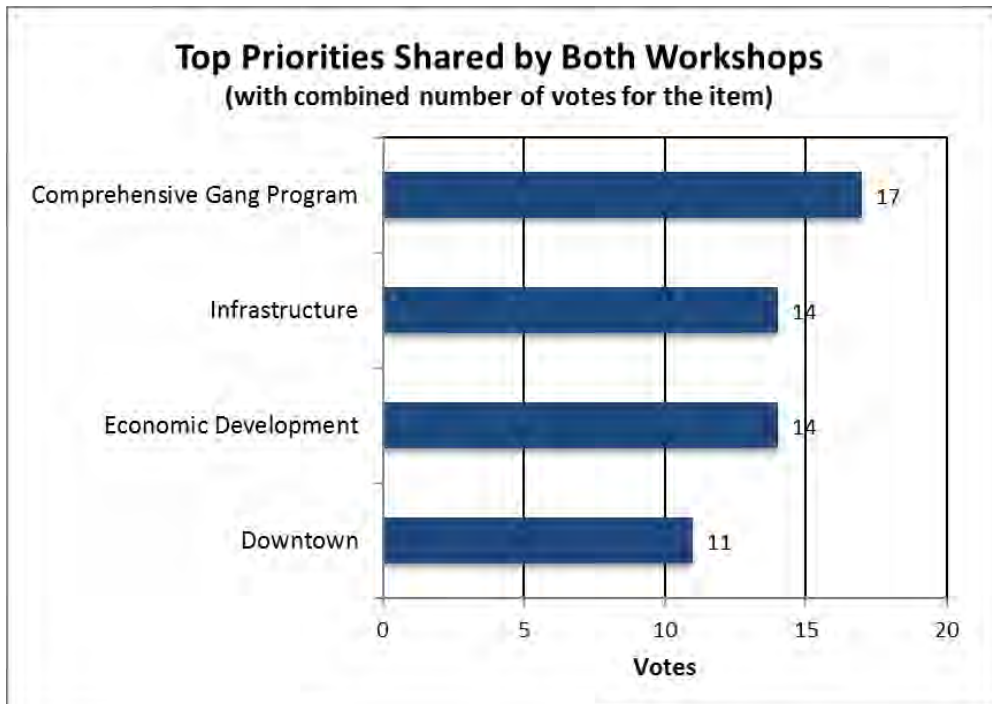
Participants were then asked to vote again for the top five items from the combined ballot using adhesive “dots.” The results were then tallied and reported to the full group.



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**Results Summary.** As summarized below, the top priorities from both of the workshops are very similar to the survey results:

- Comprehensive gang prevention/intervention, including youth activities
- Infrastructure maintenance
- Economic development, including job creation and business attraction
- Downtown revitalization



## CONCLUSION

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With the receipt of this report (along with companion reports from City staff), we transition from the first major phase of Sanger's strategic planning process – community outreach – to the second major phase: goal setting. Hundreds of people participated during the outreach phase, either in person or through other forms of input, offering many and wide-ranging ideas. This level of input is, of course, the desired outcome. But it also means that the Council now has many competing ideas to consider – and a challenging task ahead in setting priorities for the next five years (and in turn allocating the resources need to achieve them in the upcoming 2016-17 Budget).

There is no statistical formula or exact recipe for determining what is in the best long-term interest of the community. Council members must process the hundreds of community suggestions through their own individual experiences, knowledge and judgment, within the context of the City's financial situation and considering the perspectives provided by your professional staff. This is not only appropriate, but necessary, in our representative form of government.

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**Next Steps.** Using the approach presented to and approved by the Council last fall, the next step towards goal-setting will be for individual Council members to propose, in writing, their highest priorities for the next five years. Then, on April 2, 2016, a special Council workshop is scheduled for considering these proposals and reaching consensus on top City priorities using a method successfully employed in other communities. This will be followed by detailed work programs for the “Major City Goals” (top Council priorities) that identify tasks, schedule and resources for implementing these goals. The final step is incorporating the work programs into the 2016-17 Budget.

## 2 OUTREACH RESULTS

### UTILITY BILL SURVEYS

The City sent out bilingual information about the City’s strategic planning program in November 2015 in all of its utility bill mailings, which reached about 6,500 customers. The inserts briefly provided information about the process, invited participation in the upcoming community workshops and identified other ways for community members to help the Council set top priorities for the next five years. The inserts also included a survey asking:

*What are the most important things the City should focus on over the next five years?*

The City sent a reminder to return the survey in December’s mailing and included another insert/survey in the January 2016 billing. By February 10, 2016, the City received 161 responses. This was a strong response, given that:

- This is the City’s first attempt at this type of survey.

 <p><b>What are the most important things for the City of Sanger to focus on over the next five years?</b></p>	<p><b>¿Cuáles son las cosas más importantes en las que la ciudad de Sanger se debe enfocar durante los próximos años?</b></p>
<p>We want your help in answering this question in making sure we use our limited resources wisely in meeting our top priorities.</p>	<p>Queremos su ayuda para responder esta pregunta. Necesitamos asegurarnos de utilizar nuestros recursos limitados sabiamente al cumplir con nuestras mayores prioridades.</p>
<p>The City is beginning a strategic planning process that will set our course and priorities for the next five years. An essential part of this process is listening closely to what our community believes are our top priorities. <i>But what are they?</i></p>	<p>La ciudad está comenzando un proceso de planificación estratégica que establecerá nuestro curso y prioridades para los próximos cinco años. Una parte esencial de este proceso es escuchar de cerca lo que nuestra comunidad considera como prioridades. <i>Pero, ¿cuáles son?</i></p>
<p>Here are two ways you can help us answer this question.</p>	<p>Aquí hay dos maneras en las que nos puede ayudar a responder esta pregunta.</p>
<p><b>● Fill out and return to us the brief questionnaire on the reverse side of this flyer.</b> You can mail it, email it or drop it by any City office. Or provide us your response via <a href="http://AskSanger.com">AskSanger.com</a>, look for the topic "My Priorities"</p>	<p><b>● Complete y devuelva el breve cuestionario que se encuentra al reverso de este panfleto.</b> Puede enviarnos por correo, correo electrónico o dejarlo en cualquier oficina de la ciudad. O entregarnos su respuesta por medio de <a href="http://AskSanger.com">AskSanger.com</a>, busque el tema "Mis prioridades."</p>
<p><b>● Attend one of two Community Workshops</b></p> <ul style="list-style-type: none"> <li>• Saturday, January 9, 2016 at 9:00 AM at Sanger Community Center 730 Recreation Avenue</li> <li>• Tuesday, January 12, 2016 at 7:00 PM at Sanger Community Center 730 Recreation Avenue</li> </ul>	<p><b>● Asista a uno de los dos Talleres comunitarios</b></p> <ul style="list-style-type: none"> <li>• Sábado, 9 de enero de 2016, a las 9:00 AM en el Centro comunitario Sanger 730 Recreation Avenue</li> <li>• Martes, 12 de enero de 2016 a las 7:00 PM en el Centro comunitario Sanger 730 Recreation Avenue</li> </ul>
<p>These workshops are an opportunity to present your ideas and discuss them with other community members. The results from the workshops will be presented to the Council on February 18, 2016, when the Council will consider all of the public input it has received. The Council will then use this information in setting top priorities for the next five years at its goal-setting workshop on Saturday, February 27, 2016.</p>	<p>Estos talleres son una oportunidad para presentar sus ideas y discutirlos con otros miembros de la comunidad. Los resultados de los talleres serán presentados al Consejo el día 18 de febrero de 2016, cuando el Consejo considerará todas las opiniones públicas que ha recibido. Entonces el Consejo usará esta información para establecer las prioridades para los próximos cinco años en su taller de metas el sábado 27 de febrero de 2016.</p>
<p>For more information, please contact Kristina Chamberlin at (559) 876-6300, ext. 1500 or <a href="mailto:kchamberlin@ci.sanger.ca.us">kchamberlin@ci.sanger.ca.us</a></p>	<p>Para más información, por favor contacte a Kristina Chamberlin al (559) 876-6300, ext. 1500 o <a href="mailto:kchamberlin@ci.sanger.ca.us">kchamberlin@ci.sanger.ca.us</a></p>

<p><b>What are the most important things for the City of Sanger to focus on over the next five years?</b></p> <p>Please share with us the three to five things that you believe should be the City of Sanger's most important, highest priority goals to achieve over the next five years.</p>	<p><b>¿Cuáles son las cosas más importantes en las que la ciudad de Sanger se debe enfocar durante los próximos años?</b></p> <p>Por favor comparta con nosotros tres a cinco cosas que considere deberían estar entre las mayores prioridades de la ciudad para los próximos cinco años.</p>
<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p>
<p><b>You can share your goals with us in several ways:</b></p> <ul style="list-style-type: none"> <li>• Mail it. Simply include it in the blue envelope with your water bill payment and mail as usual or fold, tape it closed, add a regular postage stamp and mail it.</li> <li>• Email it, <a href="mailto:kchamberlin@ci.sanger.ca.us">kchamberlin@ci.sanger.ca.us</a></li> <li>• Drop it by: Any City office.</li> <li>• Respond via <a href="http://AskSanger.com">AskSanger.com</a> "My Priorities"</li> </ul>	<p><b>Puede compartir sus metas con nosotros de diferentes maneras:</b></p> <ul style="list-style-type: none"> <li>• Envíelo por correo. Sólo tiene que incluir en el sobre azul con el pago de facturas de agua y enviar por correo como de costumbre o doblar la forma, sellar, añadir una estampilla regular y enviélo por correo.</li> <li>• Envíelo por correo electrónico, <a href="mailto:kchamberlin@ci.sanger.ca.us">kchamberlin@ci.sanger.ca.us</a></li> <li>• Entréguelo. En cualquier oficina de la ciudad.</li> <li>• Responda via <a href="http://AskSanger.com">Ask Sanger.com</a> "Mis Prioridades"</li> </ul>
<p><i>Fold and tape for mailing</i></p>	<p><i>Doble y pegue para enviar por correo</i></p>
<p>CITY OF SANGER Attention: Kristina Chamberlin 1700 7<sup>th</sup> Street Sanger, CA 93657</p>	

- It was an “open-ended” survey instrument (it did not provide pre-determined “check-off” answers), so it required extra thought and effort on the part of respondents to complete and return the survey.
- While recipients were encouraged to return their surveys with their payment (which most did), return postage was not prepaid: again, it took extra effort for respondent to return the surveys.

**Caveat: Not Scientific Surveys.** It should be kept in mind that this is not a “scientific” opinion survey using random sampling and statistical analysis. And while the City’s utility bills have an extensive reach into the community, it is recognized that not everyone receives a bill.

Nonetheless, the results are useful in gaining insight into the concerns of the Sanger community, especially when viewed in conjunction with other opportunities to complete the survey at City Hall, on line and at

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presentations at community groups attended by staff as well as other forms of community feedback that the Council has received as part of this process.

**But There Are “Themes.”** Since these are “open-ended” responses, it is not possible to provide a simple, analytical summary of the results. Nonetheless, clear themes emerged. The following summarizes the top priorities from the utility bill survey. The complete list of categories and the number of times each was mentioned by different respondents, as well as all the actual responses, are included in the Appendix.

<b>Sanger Utility Bill Survey Summary: 161 Responses</b>		
<b>Rank</b>	<b>Issue Area</b>	<b>Frequency on Survey Forms</b>
1	Public Safety (including gangs, drugs, intervention programs, community policing)	75
2	Economic Development (job creation, business improvement programs, specific new businesses desired include, in order of frequency: hotel, movie theater, large retailers, Carls Jr., restaurants, bank, grocery, jewelry, shoes)	72
3	Streets/Alleys (paving and striping, widening of Bethel and improving the RR crossings)	56
4	Sidewalks, curbs, gutters, other pedestrian ways including walking trails	32
4	Lighting (streets, parks)	32
6	Improve City Image/Neighborhood Quality/Code Enforcement	29
7	Downtown Revitalization	23
8	Youth Services/Family Activities	22
9	Traffic Issues (speeding, intersection problems, including bike/car conflicts)	21
10	City Council Relations/Leadership Issues	20
11	Water Issues (conservation, sources, infrastructure upgrades)	19
12	Parks (improvements, maintenance)	14
12	Animal Control (including better services)	14
14	Homeless Issues (including food bank and other efforts to address poverty)	11
15	Senior Services	10
16	Schools	6
17	Improved Bus Service	5
17	Sewer/Water/Garbage Rates	5
17	Farmers Market	5
20	Health Care (hospital, acute care, medical emergency care)	4

## 2 OUTREACH RESULTS

<b>Sanger Utility Bill Survey Summary: 161 Responses</b>		
<b>Rank</b>	<b>Issue Area</b>	<b>Frequency on Survey Forms</b>
20	Improved Solid Waste Service	4
20	Bike Improvements	4
20	Expand City toward 180/Annexation	4
24	Police Dispatcher	3
24	Tax Reduction	3
24	Community Health/Wellness Programs	3
27	Improve Water Billing/Customer Service	2
27	Improve City Communication/Interaction with the Community	2
27	Improved Community Relations/Racial Tolerance	2
27	Art Studio/Art Center	2
27	Paint Crosswalks	2
27	Public Works/Infrastructure, Generally	2
33	Conserve Natural Environment	1
33	Control Growth	1
33	Reduce Solid Waste	1
33	Wireless Service	1
33	Continue to Control Medical Marijuana	1
33	Sewer Line Repair	1
33	Maintenance Generally	1
33	Affordable Housing	1
33	Drainage Issues	1
33	Better Customer Service Among Businesses	1
33	Improve City's Information Recording	1
33	Signage on 180	1
33	English Only to Save Money	1
33	Solvent Budget	1
33	Return to City-wide Council Voting	1
33	Hold Some City Council Meetings in the Daytime	1

## 2 OUTREACH RESULTS

<b>Sanger Utility Bill Survey Summary: 161 Responses</b>		
<b>Rank</b>	<b>Issue Area</b>	<b>Frequency on Survey Forms</b>
33	More Adult Education	1
33	Support Solar Energy	1
33	Provide More Handicapped Parking	1
33	Maintain Newer Residential Areas	1
33	Better Salary/Benefits for Employees Generally	1
33	Sales Tax Add-on Renewal	1



## 2 OUTREACH RESULTS

### SANGER HIGH SCHOOL STUDENTS SURVEY

The following table summarizes the responses from Sanger High School students in leadership classes. They were asked whether or not they lived inside or outside of City limits, and the results are shown for inside City limits, outside and combined. The top three items were the same for inside the City limits and outside of them:

- Economic development, especially attracting new businesses and specific uses
- Family and youth-oriented activities
- Public safety, including emergency response.

Improved school facilities ranked highly, especially among students residing inside the City's limits, but, of course, the main responsibility for the schools lies with the school district, not the City. However, there may be opportunities for increased cooperation between the two agencies, especially in regard to youth services/activities and gang prevention/intervention efforts.

The following summarizes the student survey responses (detail of responses is provided in the Appendix):

<b>Sanger High School Student Surveys: 96 Responses</b>			
	Inside City Limits	Outside City Limits	Combined
Economic Development, including job creation, support for businesses, and specific uses (restaurants, movie theater, clothing and sporting goods stores, many others)	50	40	90
Family and Youth Activities: entertainment and things for young people to do (note, overlap in sentiment with various specific uses in econ development above)	36	21	57
Public Safety, Emergency Services	19	20	39
Parks	13	8	21
Schools facilities and services	15	5	20
Downtown	13	5	18
Streets	6	10	16
City Image, Clean up	9	6	15
Homeless services, food bank	9	2	11
Volunteerism, Community Involvement, Work with Churches	8	2	10
Animal Services, Animal Shelter, Dog Park	8	0	8
Lighting	6	2	8
Health Clinic	4	0	4

## 2 OUTREACH RESULTS

Sanger High School Student Surveys: 96 Responses			
	Inside City Limits	Outside City Limits	Combined
Buses/Transit	1	3	4
Water	3	0	3
Sidewalks	2	1	3
Traffic Safety/RR Crossings	0	2	2
Parking	1	0	1
Community Garden	1	0	1
College	1	0	1
Recycling Facilities	1	0	1
Support Arts	0	1	1
Activities Encouraging Contact with Nature	0	1	1
Bikes/Skateboards	0	1	1

## 2 OUTREACH RESULTS

### COMMUNITY WORKSHOP RESULTS

The following table combines the top priorities as voted on by the participants. Note that at both workshops the following four issues were among the top voters:

- Comprehensive gang prevention/intervention, including youth activities
- Economic development, including job creation and business attraction
- Infrastructure maintenance
- Downtown revitalization

The complete list of priorities suggested at the workshops, and the votes that they garnered, is included in the Appendix.

Issue Area	Workshop #1	Workshop #2	Combined
Comprehensive gang prevention and intervention program (various specific elements) including increased youth activities and programs	11	6	17
Economic development including job creation and improving existing and attracting new businesses	7	7	14
Infrastructure maintenance and improvements including streets, sidewalks, lighting, curbs, pipelines	8	6	14
Downtown revitalization including master plan and promotion as a destination	6	5	11
<i>Note: the four items above were included on the ballots by participants at both workshops</i>			
Affordable housing with related support services (e.g. women's shelter, education and counseling programs)	7		7
Job Corps/Medi Corps and Trade School		6	6
Water conservation and improvements		6	6
Police dispatcher	5		5
Homeless shelter/services	4		4
Assisted living including continuing care facilities	4		4
Parks		3	3
Move city center to Anandale/180 (new commercial center)		2	2

## 2 OUTREACH RESULTS

### WORKSHOP PARTICIPANT EVALUATIONS

The evaluations received after both of the community workshops were overwhelming positive. Participants were asked to evaluate whether they strongly agreed, agreed, disagreed, strongly disagreed or had no opinion on the following:

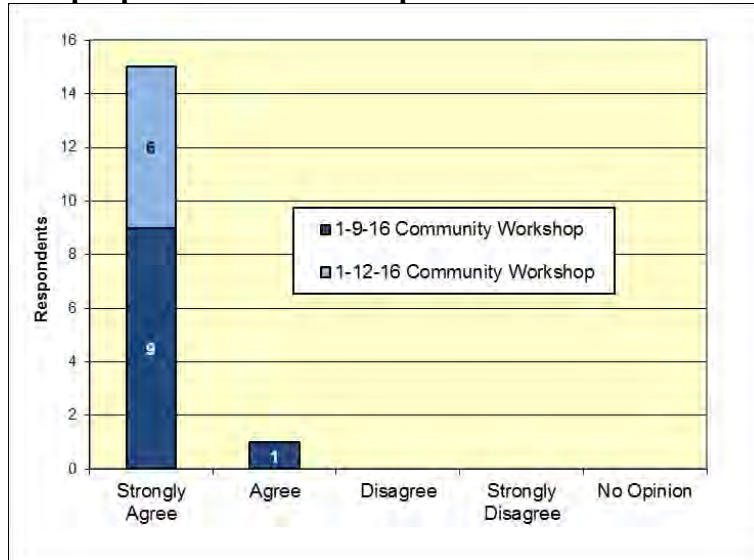
- The purpose of this workshop was clear to me.
- Workshop participants reflected the diversity of the people and views of our City.
- There were enough opportunities for me to express my views.
- The facilitators provided a fair and well-managed environment for participants.
- I believe this workshop will result in better decisions about the City's priorities and budget decisions.
- If asked, I would participate again in workshops like this.

Participants were also asked to provide any comments they had about the workshop.

#### Evaluation Results

The following summarizes the 16 responses we received to the six statements above from the January 9, 2016 Community Workshop (10 responses) and January 12, 2016 Community Workshop (6 responses). This summary is followed by the comments we received at each workshop.

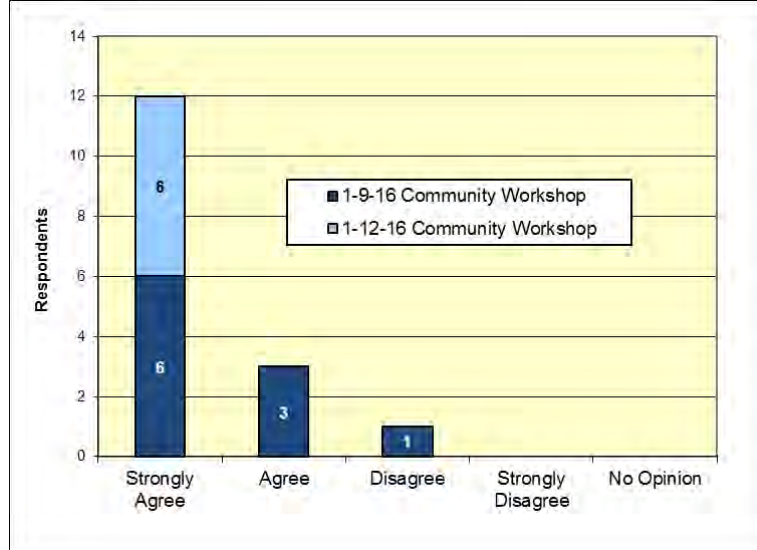
#### The purpose of this workshop was clear to me.



All those responding either strongly agreed (94%) or agreed (6%) that the purpose of the workshop was clear to them.

## 2 OUTREACH RESULTS

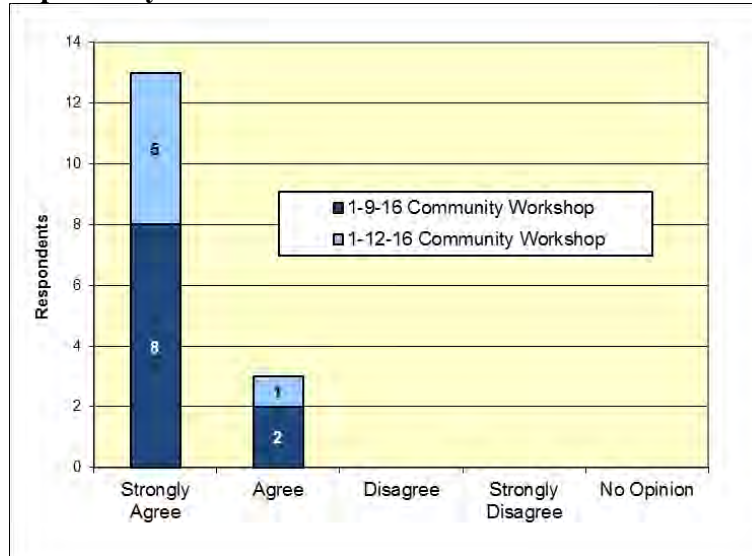
**Workshop participants reflected the diversity of the people and views of our City.**



94% of those responding either strongly agreed (75%) or agreed (19%) that workshop participants reflected the diversity of the people and views of our City.

One participant from the January 9, 2016 workshop disagreed with this.

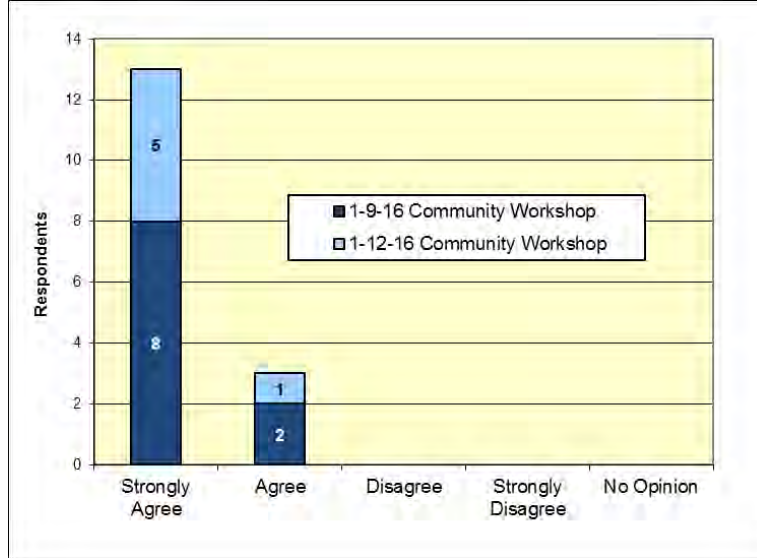
**There were enough opportunities for me to express my views.**



All those responding either strongly agreed (81%) or agreed (19%) that there were enough opportunities for them to express their views.

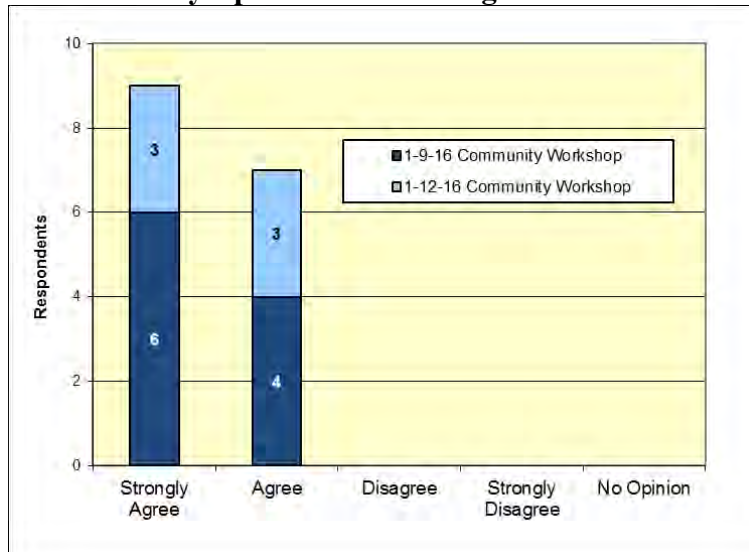
## 2 OUTREACH RESULTS

### The facilitators provided a fair and well-managed environment for participants.



All those responding either strongly agreed (81%) or agreed (19%) that the facilitators provided a fair and well-managed environment for participants.

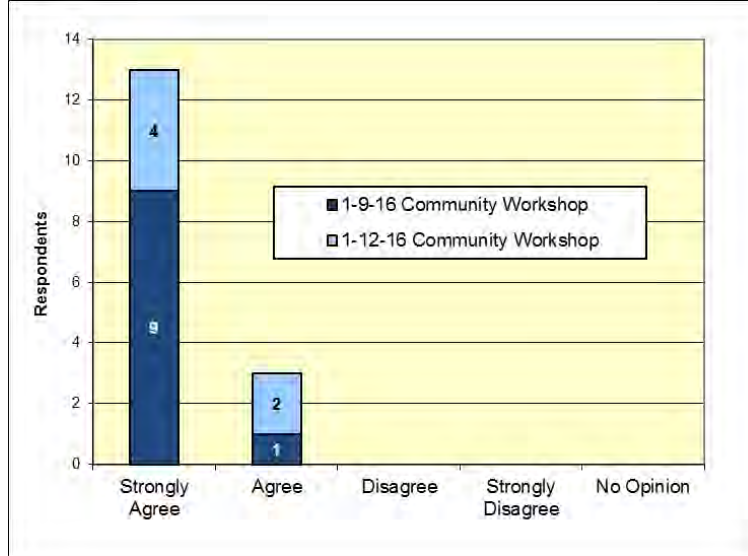
### I believe this workshop will result in better decisions about the City's priorities and budget decisions.



All those responding either strongly agreed (56%) or agreed (44%) that they believed this workshop will result in better decisions about the City's priorities and budget decisions.

## 2 OUTREACH RESULTS

### If asked, I would participate again in workshops like this.



All those responding either strongly agreed (81%) or agreed (19%) that if asked, they would participate again in workshops like this.

### Comments

The following are the written comments received at each of the workshops:

#### *January 9, 2016 Community Workshop*

- Great opportunity for sharing our thoughts & ideas.
- Good interaction between participants.
- Wish more community members & business owners had come to the meeting.
- Great, good job.
- Good.
- Very informative.
- Very organized.
- Well time managed.
- Great discussion.
- Staff has done a great job of relating all information.
- Great workshop: Thanks.

#### *January 12, 2016 Community Workshop*

- Great & productive opportunity for Sanger residents to voice concerns.
- Wonderful idea! Glad it happened even if my suggestions might not be considered: I was able to voice my thoughts and ideas.

## ③ APPENDIX: DETAILED RESPONSES

The following presents the detailed responses for the survey and community workshop results presented in Section 2:

- A. Utility Billing Mailer
- B. Sanger High School Students
- C. Community Workshops
- D. Letters
  - Letter from Sanger Downtown Business Association
  - Letter from Domingo Valdez



## Appendix A: Utility Billing Survey Responses

---

1. Revitalize Downtown.
  2. Bring in a Movie Theater.
  3. Bring in a Hotel.
  4. Bring in big retailers (i.e., Target, Costco, Kohl's) No more 99 cent stores or fast food.
- 
1. Improve the poorer parts of the city's streets, lighting and add pretty landscaping in those same areas.
  2. Remodel, improve all school buildings.
  3. Make the safety of citizens a priority – more police visibility in high crime districts, but also in all neighborhoods by daily patrolling/cruising.
  4. More community events on weekends for children and their families.
  5. The City Council needs to be positive role model that the community can work together for the benefit of all. Youth and children are watching, what are they learning from city government at work?
- 
1. Making the sewer charge fair and equitable. Presently, everyone pays the same – whether you live by yourself in a small home or whether you are a family of six with 3 bathrooms. A certain amount of the water consumption goes down the sewer line, but not all. Develop a formula that is fair to single dwellers or elderly couples vs. families of 4-6, or more who obviously use the sewer service a lot more.
  2. Install sidewalks, curb and gutters throughout the city, but start with the residential areas close to the Elementary Schools so that children do not have to walk on the street.
  3. Lower the sales tax to match surrounding cities.
  4. Install adequate street lighting the areas that need more lights. Some areas in the City are awful dark.
- 
1. Downtown 7<sup>th</sup> Street revitalization! Give absentee owners a “time line” to spruce up their stores to make them more presentable to attract customers. If timeline not met, force them to sell.
  2. There is a need to impress upon local retailers and restaurants to be more attentive and pleasant to local costumers. The “take it or leave it” attitude is played by many employees forces Sangerites to travel to Clovis/Fresno for better customer service regardless of the cost of fuel.
  3. When in Fresno/Clovis and I tell people I live in Sanger, more often than not I am met with “you live in Sanger!?” I reply Yes. They reply never would I live there, too much crime and low life. Again, we need to get rid of the ‘negative’ perception! Regardless of how well our schools are doing, the negative perception persists.
  4. Make downtown inviting. As is, it looks slummy.
- 
1. City Council to get along, be honest, have the community interests at heart and not their own agenda!
  2. Clean up, paint the ugly colored buildings. The mural at Academy/Jensen is great, but we are the Christmas Tree City, wouldn't Sequoia Trees been more appropriate?
  3. Sell our city. The Council may not have liked Josh Mitchell, but he was the best salesman for our City.
  4. Swallow your pride Council and get him back!!!

## Appendix A: Utility Billing Survey Responses

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1. Fixing the Streets.
  2. New Business development – Downtown.
- 
1. More stores and restaurants downtown.
  2. Wells Fargo Bank.
  3. More Street Improvements.
  4. Faster Completion of New Businesses.
- 
1. Stop the nonsense with the City Council.
  2. Jobs.
  3. Businesses that will stay open!
- 
1. Continue to have all street lights working always.
  2. Add speed bumps, Cars still traveling too fast in family areas and schools, parks.
  3. Cut down on gangs and drugs. We all know the drug houses but nothing is done.
  4. Police officers more visible and engaging with community.
  5. Keep our City clean. Have the downtown building owners update their building before (retails?). They should all be condemned.
- 
1. Animal Control – too many dogs and cats wandering the streets. We need at least two officers + staff.
  2. Bridge Patrol – too many people living under Sanger bridges. Now High School kids are congregating under them.
  3. Vermin Control – too many ground squirrels in vacant/unused lots. They carry rabies, plague and a lot of fleas.
- 
1. Clean out water wells to increase flows.
  2. Set up program to promote sidewalks in front of all homes, and businesses.
  3. Petition PGE and telephone, internet, to underground overhead lines.
  4. Replant and maintain Jensen Ave. median landscape.
  5. Provide micro irrigation system and replant landscape at water tower on Greenwood and 9<sup>th</sup> Street.
- 
1. Service water treatment plant.
  2. Ground water recharge basins.
  3. We have consolidated irrigation district canals on both sides of Sanger (C&K and Fowler Switch) also Fresno Irrigation District “Hansen” canal just to the North of Sanger which would be perfect for items #1 and #2.
- 
1. Bring unoccupied buildings on 7<sup>th</sup> street up to code instead of allowing people to use them for a write off.
  2. Make it a city where people want to do business and be proud of.
  3. This could be a city like Clovis, but being a business owner here is not very profitable because of empty buildings that look terrible. We’ve been in business here four months and are looking to move out of the area (Xena Rose Boutique).

## Appendix A: Utility Billing Survey Responses

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1. Due to pit bull attack on me, my daughter and my golden retriever, there should be absolutely no dogs off a leash in this town. These 2 pit bulls attacked us by breaking through my fence to get to my dog. They bit me, my daughter and mauled my dog's face. Luckily we all survived. The dogs had no collars and owners were found, but not cited.
1. Clean up our city residential areas.
2. Our inner city residential yards are atrocious.
3. Our Code Enforcement officers seem to be overwhelmed – there are 30' dead trees in front yards.
4. It looks as though Sanger is a third world city. There are broken cars and trucks in front yards for more than ten years! Why?!
5. Garbage cans are left in front yards for weeks; it looks very shabby and messy.
1. Install speed bumps in neighborhoods that resident have requested and complained about for a long time!
2. Repair pot holes/repave streets as needed.
3. Upgrade City wells and pumps. Assure clean water and improve pressure.
4. Install more streetlights in neighborhoods.
5. Fix/Repair Rail Road Crossings. No train whistles between 10pm and 6am "Quite Time".
1. Local business and commerce growth.
2. Community Safety – increase neighborhood lighting, patrol, etc.
3. Election of professional, ethical, moral City Council members.
4. Education – Sanger ROCKS on this!
5. Recruitment of competent city leaders.
1. Clean up/Modernize downtown.
2. Attract new business with some kind of permits – licenses at reduced/no rates to get started and bring new life to Sanger.
3. Follow through on promised Hotel, Park, and Carl's Jr., - don't need more pizza places.
4. Widen North Ave. from Bethel to Academy. I know it's County road, work with them to get it done.
5. We need a shoe store and jewelry store.
1. Maintain streets and gutters more effectively.
2. Address the crime issues – unlawful use of drugs and gang related crime.
3. Address economic development issues – get Chamber of Commerce to be effective.
4. Develop and offer more after school activities for children of Sanger.
5. Develop and offer more programs for the elderly of Sanger.
1. Bicycles should have to have a license (same as cars) to ride on Streets – should obey all rules. Point.

## Appendix A: Utility Billing Survey Responses

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1. Gang and taggers.
  2. Fixing up Downtown.
  3. Attracting more businesses.
  4. Doing what is right for ALL of Sanger's citizens.
- 
1. Pavement (i.e., North between Academy and Greenwood Gerry! Bethel)
  2. Sidewalks.
  3. Walking & bike paths.
  4. Lights – streets, parks and trails.
  5. Police – safety for families to be out walking and using parks.
- 
1. Sidewalks, curb and gutters.
  2. Gang Prevention – Drug Prevention.
  3. Seniors, Homeless.
  4. Job training for kids.
  5. Community Service Officers.
- 
1. Job training for local children and locals.
  2. Lights in local parks.
  3. Gang & Drug Prevention.
  4. Street and sidewalk improvements.
- 
1. I believe that the city needs to bring city up to codes – sidewalks, curbs, gutters, redo streets and road repairs.
  2. Gang prevention programs. (educate kids and adults on drug abuse and alcohol).
  3. Work together with Police to help with the gangs and have a committee to intervention.
  4. Fix lights on our parks and streets.
  5. Have some kind of job training that can get people to get better job – welding, electrician, carpentry, basic Auto Shop, etc.
- 
1. Bring City up to code – sidewalks, curb, gutters, lights in parks and city.
  2. Gang/Drug prevention and intervention programs.
  3. Road repairs.
  4. Jobs.
- 
1. City up to Code – sidewalks, curb, and gutters – lights for safety in the city and parks.
  2. Gang prevention programs and intervention.
  3. Drug prevention Programs and intervention.
  4. Jobs in the City programs.
  5. Help and programs for the homeless.
- 
1. Homeless, Senior Citizens, Kids, need help.
  2. Jobs for our community.
  3. Gang Prevention.
  4. Drug Prevention.
  5. Lights in poor Districts of our Community.

## Appendix A: Utility Billing Survey Responses

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1. City up to Code – sidewalks, curb, and gutter.
  2. Gang prevention programs, intervention programs.
  3. Lights for Parks and poor districts where needed.
  4. Jobs, homeless need help, senior citizens, kids need recreation, more programs.
  5. Drug prevention programs, intervention programs.
- 
1. Gang Prevention programs/intervention.
  2. Drug prevention programs/intervention.
  3. Up keep of city lights/more.
  4. Sidewalks.
  5. Curbs not in all places.
- 
1. Better use of Measure S for gang prevention.
  2. Road up keep – city-wide.
  3. Community/Police.
  4. City Lights – city-wide.
- 
1. Infrastructure: take care. 1) sidewalks, curb, gutters, lighting for city and parks, roads, repairs.
  2. Programs for Gang & Drug prevention/intervention.
  3. Jobs for Sanger residents.
  4. Community oriented Policing.
  5. Fair appointment of representative of Council and all committees/commissions.
- 
1. Keep gang activity in check to provide safe neighborhoods throughout the city.
  2. Maintain and enhance city government transparency. Engage residents in important policy decisions.
  3. Continue growing jobs and city revenues by bringing in more businesses into the city.
  4. Develop more entertainment opportunities for youth and adults (families)!
  5. Recruit one or more brand name hotels.
- 
1. Strictly enforce laws and rules for dog owners to keep their dogs in their yards. Some owners let their dogs out. Please send out flyers about leash laws and rules.
  2. Enforce rules on home owners to keep their travel trailers in their yard when not in use.
  3. Fix rail road train tracks/Academy, Church, Bethel Ave., Indianola Ave., Fairbanks Ave.
  4. All these problems need to be fixed immediately.
- 
1. Safe, clean parks for kids to play at near the North side of Sanger. We drive to Clovis (Gettysburg Park) to give our kids a fun and safe place to play.
  2. The High School is busting at the seams! What's the status of the property on Jensen?
  3. Want a good, sit-down meal on a Friday or Saturday night? Have to drive to Selma (Cattlemen's or Spike N Rail), Clovis or Fresno to get that. Mexican Food or Denny's are two of our options.
- 
1. Improve the appearance of downtown.
  2. Bring more grocery (chain) stores to Sanger (Bring SaveMart back), Vons, etc.
  3. Bring other business/industry to Sanger.

## Appendix A: Utility Billing Survey Responses

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1. DMV.
2. Hospital.
3. Winco.
4. Home Depot.
5. Movie Theater.

1. We need bike/hike trails.
2. Conservation of nature, i.e., birds and (coyote?)
3. Safe neighborhoods – i.e., dogs chase hikers.
4. Racial tolerance – i.e., bullying neighbor (...??)
5. Jobs and lower taxes.

1. Jobs.
2. Lines on the streets.
3. Sidewalks.
4. Deepen wells.
5. Gangs – felons.

1. Provide a better animal control system to make walking safer.
2. Keep your pets on a leash when out walking.
3. People on bicycles need to ride on bicycle paths.
4. When parking your car or backing out of a parking space, use more caution and look around for coming vehicles.

1. Bring City up to code (curb and gutters, sidewalks).
2. Gang prevention/intervention.
3. Drug prevention/intervention.
4. Recreational programs for our youth.
5. Maintain what we have.

1. Keep bringing in more businesses.
2. Tear down downtown and rebuild it to create jobs and businesses and strong central location.
3. Create more bike lanes.
4. Crack down on ALL crimes.
5. Keep home prices up.

1. Cleaning up neighborhoods and tearing down broken buildings.
2. Crime/Police station open longer to public.
3. More jobs/malls/outside malls.
4. Buses that run to other towns.
5. Sidewalks.

1. Last year 2014, new water meters were installed, water went up. This year July 16, 2015 new receivers were installed, water went up. Trump is right when he said America is full of corruption and greed, all the way from top to bottom.

## Appendix A: Utility Billing Survey Responses

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1. Customer Service. Return calls. Treat people with consideration. ALL DEPTS.
  2. Job creation, crime prevention.
  3. Keep gangs on a short leash!
  4. Enforce speed limits on S.B. Academy 0730 hrs, 0830 hrs.
  5. I know you are trying, but there is room for improvement.
- 
1. Continuous sidewalks for H.S. Students – Almond-Bethel.
- 
1. We need a grocery store like Save Mart.
  2. No more dollar stores or pizza parlors.
  3. A drain on the west end of Webster Street – I’ve lived here 58 years, I can’t put my bins out on Friday if it rains or have company to park at the curb any day it rains.
- 
1. Need a hospital.
- 
1. Growth – new business; new development – look at Dinuba!
  2. Entertainment for children and adults – family oriented.
  3. City Council united not divided.
  4. Clean up of entrances into town.
- 
1. Foggy season is coming; can’t see the center lines – fix the streets and paint the center line on each street before an accident happens. Beware of a law suit if it happens. Thank you. Let’s have Sanger as a safe place to live in. 5<sup>th</sup> Street center line from Academy to Harrison Street.
- 
1. We need our alleys fixed, badly. Other than that, you are doing a great job.
- 
1. Continue to work on bringing business to Sanger.
  2. A strong well paid, well trained well equipped Police force!
  3. A “senior” community that is not for qualified low income and that has different levels of resident care – independent, assisted living, and dependent care.
  4. A Youth Facility (facilities) with gym, meeting room(s), kitchen, coffee house that could accommodate different youth groups and activities.
- 
1. Night lighting.
  2. Water quality.
  3. Repaint street lines.
- 
1. Get rid of the brown racists on the City Council.
- 
1. Infrastructure of City water, roads, and community tidiness (?), including neighborhood cleaner surroundings to owners. Take pride.
  2. City Council being more professional servants on and off dais or remove them of our service expectations. Such as Castro, Cantu, Ontiveros. Work for the people that put you there.
  3. Use Measure S for purpose that Sanger voted for – Police and Fire Department not for Council personal greed.

## Appendix A: Utility Billing Survey Responses

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4. Get Police dispatch back in Sanger – quicker response for Sanger residents.
  5. Pay Police officers more to keep them in Sanger – don't use our dept. for a training facility to go elsewhere to make a living.
- 
1. Control growth.
  2. Water.
  3. Upgrade downtown and neighborhoods.
  4. Gang activities – controlled.
  5. Bring in sports center/new High School and businesses.
- 
1. Keep cost low.
  2. Have a senior discount.
- 
1. Bring in industrial jobs! We have enough fast food and beauty shops.
  2. Working (police) better with SUSD @ all grade levels (doing PR).
  3. Jensen Ave.! Enforce speed laws, cell phone driving!
  4. Stop the bickering between the Council members.
  5. Run this City! This isn't Orange Cove or Parlier!
- 
1. We'd like to have a street pick up trash day twice a year, similar to what Fresno does. Anyone can put out any type of trash – furniture, mattresses, old bikes, etc. and it's put out on the curb/street and is removed at no cost to the homeowners.
- 
1. Local Parks – policing all parks (not just parks on main streets)
  2. Vehicle/Motor homes – parking on street long periods of time.
  3. Homeless – visible going in neighbor vacant homes.
- 
1. The railroad tracks should be fixed with smooth railroad ties. The track on near Church and Bethel.
  2. When are the awnings on the south side of 7<sup>th</sup> Street stores going to be put up?
  3. Build a movie theater on the nice side of Sanger – Selma has one and Dinuba too.
  4. Widen Bethel Ave. between Church and 180 –it's too narrow and dangerous.
  5. What happened to Carl's Jr. are they still coming to Sanger or did they bail?
- 
1. Improve all the streets not just 1 side of town.
  2. Bring more business in town, it looks like a ghost town.
- 
1. Replace/Fill Mayor Vacancy (miss Mitchell).
  2. Public Safety – low crime/Fire & Ambulance.
  3. Bring business to Sanger.
  4. Family Friendly – parks, activities.
  5. Council: represent ALL residents. Respectful!! Honest
- 
1. Make Schools Drug-gang Free.
  2. City street lights, they are too dim, not good lights ex. Bethel & Almond near High School, etc.
  3. Check where there needs to be put more stops/light signals to prevent accidents.



## Appendix A: Utility Billing Survey Responses

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4. Improve/rebuild streets/smaller roads.
5. Stop crime (gangs, graffiti, and robberies).
6. Fix broken city sidewalks, fix sewer area, etc.
7. Bring more jobs, business to Sanger.

1. Jobs.
2. A Hotel.
3. Clean up & fix downtown.
4. Sufficient Street lights.
5. Fix and add sidewalks.

1. Crack down on drug houses, ex: 130 J Street.
2. City Bus/like Fresno buses.
3. More street lights.
4. Small homeless shelter.
5. Give incentives for not watering lawns.

1. Water pressure in this town stinks. Fix all the pumps.
2. Need more traffic lights.
3. Need more programs for children.

1. Police Dept. – adequate staffing.
2. Fire Dept. – adequate budget.
3. Public Works – adequate budget.

1. Sidewalks.
2. Curb and gutters.
3. Gangs (prevention/intervention).
4. Drugs (prevention/intervention).
5. Senior Citizen programs.

1. Get a hotel.
2. Finish paving Academy @ Annadale.
3. Fill in the pot holes in our streets.

1. All the roads need work.
2. Fix the wells – equipment.
3. Get the water issues done for Carl's Jr.
4. This is ridiculous – I don't like this City Council. Need new ones.

1. Speeding drivers coming East in from Jensen.
2. Maybe a Carl's Jr. or Burger King or an "Arby's in the future.
3. Comment: we moved here from Clovis after 34 years to build our new home. We love it.  
Thank you Sanger! ☺

1. Finish changing the street lights.
2. A second skate park.

## Appendix A: Utility Billing Survey Responses

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3. Railroad arms on Fairbanks.
  4. Bring a hospital back to Sanger.
- 
1. Input action plans today to solve the water drought. Protect our water.
  2. Also more community outreach to solve the gang violence.
  3. Sanger should encourage small business to open new restaurants. Sanger is missing good restaurants.
- 
1. Improve Animal Control of wild dogs.
  2. Repair kids playgrounds.
  3. Install cameras for park and street safety.
  4. Remove abandoned cars or non-operated.
  5. Improve more city roads.
- 
1. Looking forward and moving in the direction of attracting family style living well above poverty level. Don't build to attract lower income living. Sanger will never advance if we do not do this.
  2. Clean up the streets leading into Sanger. Coming into Sanger in all direction does not make the town look good.
  3. Clean up the gang activity in Sanger.
  4. Make the Sanger Police be here to serve not to intimidate the average citizen. They are here to protect and help not to arrest for a minor incident that can be fixed by saying let me help you.
- 
1. Too many homeless around North-Academy and JFK Park and drug business in front (west side) of JFK Park.
  2. Male prostitution going on at JFK Park – even during day – not safe to walk alone there.
  3. Daily bike riders scoping area at Sequoia Park (JFK) area – checking to see which cars are around.
  4. Need more police patrol.
- 
1. Graffiti – match the correct paint to color of wall – plant bushes.
  2. Speeding cars on Church and Bethel – all hours of night – speed bumps!
  3. Go around neighborhoods and cite individuals with junk cars, trash, etc.
  4. Trash – pick up all garbage.
  5. Old car lot on Academy & 180 – druggies squat there – clean it up!
- 
1. Expand the police force to combat the large amount of crime in some areas of Sanger.
  2. Remove all graffiti in the city of Sanger.
  3. Transit transportation.
  4. Reduce waste. Ban plastic bags, encourage recycling, buy long lasting quality products.
  5. Wireless.
- 
1. Sanger is in America! In America we speak English! We could save considerable amount of money by eliminating a foreign language on all material. We spend a lot in taxes for our schools to offer classes to teach (adults and children) English to those not speaking English. There is no problem with “non-English Speakers’ spending American money!

## Appendix A: Utility Billing Survey Responses

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2. We need to elect our Council members “at large” instead of “Districts”.
  3. If I lived in a foreign country, that country would not change their language for me...I would have to assimilate! As I should!
- 
1. Tagging on fences!
  2. Activities for Sanger Youth!
  3. Increased police patrols!
  4. Del Rey crime in Sanger!
  5. Year-long Farmers Market!
- 
1. Leave Sanger Park a park.
  2. Continue the stand on medical cannabis – we don’t want cartels but access to non-narcotic pain relief is important (oxycodone).
  3. Add a shower stall to park restroom for the less fortunate, hot water would be too costly so cold water would work in summer or an encampment with PO Box so they can get help from County and have mail call once a week. Help them get dignity back, they might start caring!
- 
1. Build a nice hotel.
  2. Keep up the beautification of the City.
  3. Continue making Sanger a safe City.
  4. Get a Target Store.
  5. Start a Saturday am weekly Farmers Market – April thru October.
- 
1. Affordable housing – low income families.
  2. Jobs.
  3. Help homeless.
  4. Drug prevention – programs.
  5. Education & programs.
- 
1. 4-way stop at P and 7<sup>th</sup> Street.
  2. More police patrol on Academy through O Street neighborhoods.
  3. Street repair on North Street next to St. Mary’s.
  4. Less fast food, more variety stores!
  5. Speed bumps on residential streets!!!
- 
1. Please crack down on people who water on days when they’re not supposed to.
  2. No roosters in town.
  3. We need a movie theater (4 screens).
- 
1. Keep the City safe and clean. Love the city-wide cleanups in October that allows residents to get rid of garbage. This helps the appearance of the city – thank you.
  2. Stop all the political games. It makes our City look horrible. We are already known as a joke in some parts of the Valley. The recent actions of some of our city elected officials confirms and substantiates this “title”. Businesses will think twice before coming into our city – who wants to bring business into a city whose elected official behave like children.
  3. Keep city-wide activities going - Farmers Market

## Appendix A: Utility Billing Survey Responses

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4. Have a transparent city government that is fair, HONEST, and professional.
1. Development of small business through micro-loans, tax advantages, mentoring and advertisement.
2. Increased development of City's location near mountains become a "gateway to Kings Canyon and Sequoia National Park.
3. Focus on health and well-being of community members, create walking groups, stress management and healthy eating workshops, etc.
1. Repair Street Roads.
2. Repair and fill-in cracks at the Bethel Avenue Train Tracks.
3. Have volunteers to keep the Jensen Ave. clean of papers and garbage. Maybe High School students can do this.
1. Keep Sanger safe – eliminate gangs. Sanger is a great place to live – we can make it even better!
2. City Recorded Calls – very much appreciated...but can't hear him, have to guess what he's saying.
3. Sanger Pride – some homes are just a mess – Xmas lights still up – yards a tinder box, incentive? to care and clean up.
4. Water Bill – I would like to see on my bill how many gallons I use each month.
5. Street Cleaning – I pay a fee each month, but my gutter has not been cleaned in years-why? Neighbors park their cars in front of Mr. Cleaner just goes by!
1. Fix sewer lines so the City of Sanger don't smell like a sewer farm in the summer please. I hope soon.
1. A traffic light at Bethel and Almond.
2. Speeders coming in and out of Sanger. (all entrances, Academy, north & south, and Jensen)
3. Try to beautify Sanger by having people clean up their front of trash and cars off lawns (oil seeps into our ground water).
1. Fix the streets – too many potholes.
2. Alleys have big holes – sometimes when rains unable to put trash cans due to water in holes.
3. Why not put all trash cans on streets, I can on street. Not consistent.
4. Bring quality stores to downtown area.
5. What happened to movie theater, bowling alley? There aren't many recreational places.
1. Finish Academy at least to North. Finish Greenwood (curbs and lights)
2. Resurface streets that need it starting from downtown and circle out.
3. Need property owners to upgrade downtown businesses. Need small retail business in downtown core – no more beauty shops or barbers there.
4. Need lunch/sandwich café shops downtown. Continue enforcing leash law – stray dog problem is still there but better.

## Appendix A: Utility Billing Survey Responses

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5. Paint middle line on streets such as 10<sup>th</sup> from Greenwood to WAMS. Safety factor, especially in fog.

1. City sign on Highway 180.
2. Hotel?
3. Movie Theater?
4. Repair Streets.

1. Stay out of the news for in-fighting with elected officials.
2. Keep Sanger clean – no graffiti, enforce codes – too many cars in my neighborhood. \* Shady free mechanic on 2700 block of Jenni-cars line our block, multiple reportings.
3. Upgrade downtown.
4. No more dollar stores!

1. Increase ground water recharge for city wells.
2. Increase gang suppression efforts.
3. Increase Senior Citizen services.
4. Increase after-school activities (grades K-12)
5. Promote more industrial and service businesses to locate in City.

1. To bring better businesses in; not meant to offend anyone but it looks like a little Tiajuan, can we collaborate with Dinuba & Reedley – see what they are doing
2. Community Events – more of them to support our local merchants, more of them to foster community pride
3. Have a good solvent budget plan
4. Bicycle and trails – more walking trails – more of these!!

1. Install some sort of signage @ the entrance to Vista Del Monte Mobile Home Park – people don't realize that there is a drive-way, merging traffic onto Bethel.
2. Hold Council meetings periodically in the afternoon – don't drive @ night
3. Do something about repairing the R/R Crossings
4. Ensure trees are pruned around stop signs (city-wide)
5. Host District meetings regularly

1. Increase in police department staff and officers
2. Acute care/urgent care facility
3. Emergency medical services
4. Family fun (Bowling, skating, movies)

1. I'd like to see the in-house Police Department Dispatch back
2. Economic Development/create more jobs for Sanger
3. A new hotel
4. More focus on the Northern grown of Sanger (academy/Hwy 180)
5. Beautify downtown sanger – bring in more unique businesses

1. The city council must show cohesion, not division!
2. Honest communication to the community

## Appendix A: Utility Billing Survey Responses

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3. Admit past mistakes
  4. Friendlier attitude from employees who take the water payments, they are rude!
  5. Our town needs prayer – I am disgusted by what has happened
- 
1. In school area, many cars stop and go, they are no chance for city clerk to clean up. The leaves and dirt is still there
  2. I still have to pay for each month, how can you help on this problem?
  3. Facing of school area. Can I paint red color on both side of my house, on the drive-way entrance?
  4. Two years ago, someone follow me for about 10-15 minutes in Sanger – finally I went to Police Dept they are not one at the office. How can you help people?
  5. How can the City to prevent many theifs come in the house, break in it they come from the backyard. Outside gate. They can open the door. How city of Sanger can help? It make Sanger so bad. Can you do something?
- 
1. We're in need of more street lights
  2. Road repair on the North street, also on Anadale going west to McCall and in general
  3. More speed bumps
  4. More water control
  5. More police on City and neighborhood patrol
- 
1. Behavior of City Council – embarrassed at their lack of professionalism and they are self-centered
  2. Safety – Fire & Police
  3. Economic development
  4. Street repair! Maintain Christmas trees on Jensen Ave!
  5. Hotel in City & Movie theater
- 
1. Fix road at railroad tracks (bethel Ave. Fairbanks Ave.)
  2. Complete the walking trail.
- 
1. Fix North Ave
  2. Fix Metzler
  3. Fix all the streets in need of repair
  4. Make the City look cleaner
- 
1. Gangs, violence
  2. Street lighting
  3. More police visibility
  4. Downtown expansion, growth
  5. More interaction with residents
- 
1. City street lighting
  2. Fix all potholes
  3. Bring more businesses downtown
  4. More speed bumps at school crossings

## Appendix A: Utility Billing Survey Responses

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1. Water for Sanger
  2. Jobs for Sanger
  3. Sanger Schools, Parks
  4. Crime
  5. Water, garbage rates too high
- 
1. Plant ivy along walls to cover graffiti – all the new homes subdivision have them, especially down Brehler/Church and Bethel all way down
  2. Clean up parking lot where 99 cent store is – looks filthy
  3. Pick up trash along Jensen Ave.
- 
1. Put parents of graffiti crime in jail
  2. Remove all Mexicans from City limits
  3. Not so many fast foods, but restaurants, steak house
- 
1. Regulate the city watering of parks, schools and walkways/sidewalks – Fairbanks by ponding basin, water is running and running
  2. Check home meter on the office computers to see who is not following water rules
  3. Dogs pooping on sidewalks, walking/running path - maybe cans for disposal plastic bags available – lots of signs clean up animals poop
  4. More watering sign for watering days – banners like the ones in town
- 
1. Making the community aware of animal abuse
  2. Not allowing animals to be chained up
  3. Requiring garage doors on all new homes to have a doggie door installed
  4. Remove neglected dogs from backyards
  5. Requiring all dog houses to have a flap attached to door in cold weather below 40 degrees
- 
1. Work on fixing railroad tracks at Academy – Bethel – Indianola – Fairbanks – City of Sanger should push rail road company to fix them, it seems that no one cars, because tracks have been bad for some time. Other city's track aren't like Sanger's.
  2. Make strict rules or laws regarding dog owners to keep their dogs tied up and clean or pick up dog poop after their dog at neighbor's yards.
- 
1. Lower the tax rate so people will do business in Sanger
  2. Improve widen road in Bethel going to 180
  3. Improve street lighting in major roads
  4. Faster response to EMS and Police 911 calls – witnessed when we had a fire in neighborhood
  5. More adult classes at Sanger High
  6. Stop street sign on intersections
- 
1. Water conservation
  2. Street lines repainted
  3. Jobs for youth
  4. Improvement on sidewalks in area between Annadale & North; the neighborhood has limited sidewalks
  5. Curbing gang activity

## Appendix A: Utility Billing Survey Responses

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1. Have local businesses clean up their landscape and painting (7-11, Chevron, etc)
  2. Widen Bethel Ave. off of 180
  3. Beautify downtown (Awnings @ Mason Bldg)
  4. Where is Carl's Jr? Major Hotel?
  5. Fix Railroad tracks on Bethel near Wood Ave.
  6. Have Sanger Herald print what locals want (this request)
- 
1. Safety
  2. Growth
- 
1. Get rid of gangs increasing in some neighborhoods
  2. Side streets need more light or better street signs – difficult to see at night
- 
1. Legitimate entertainment venues – movie theater
  2. More places to eat – chipotle, In N Out
  3. More activities for youth/skate park
  4. Recreational areas – basketball courts/tennis
  5. Adult “monkey bar” callisthenic area
- 
1. Hiking trail
  2. Biking trail
  3. Family night activity
  4. Swimming pools for family
  5. Free self-defense activity
- 
1. Hotel/Motel with conference facilities
  2. Farmer's market weekly – fruits & veggies
- 
1. Revitalize downtown – think shops for daily living – clothing, baker, restaurants, etc. and go after decent hotel on 7<sup>th</sup> street
  2. A good hotel on Academy Ave. – capitalize on people in town for school district business, going to National parks, etc. Make Academy “corridor” attractive so people will want to stay
  3. Develop area of west Sanger We stuck with Walmart but build up better around it
  4. Bethel to 180 – widen to 4 lanes! Work with CalTrans on this. Very dangerous now!
  5. Concentrate Measure S money on police and fire. Forget/dump Garza's “gang concept”! Stupid!
- 
1. Better attention to retail, especially grocery store. No more fast food. City needs to be business friendly. Hotel/Bowling or Theater
  2. More present, civil and community minded police department. When you actually see one, they are rude
  3. Fix streets/potholes/finish projects (Carl's Jr??)
  4. Clean up streets – too many cars at one residence and parked in driveways
  5. Litter and shopping carts!!



## Appendix A: Utility Billing Survey Responses

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1. Improving the safety of our street lights at crosswalks – lights at each street on Jensen.
  2. A safe place for kids to play or bike park, they need somewhere to go
  3. For the city of Sanger to learn to pull together as a growing community and quit all the mud slinging
  4. Sanger should be a community that we are all proud of. The city council needs to learn to listen to its residents
- 
1. Stop gang violence
  2. Get rid of gangs!
- 
1. Repair our streets – some are so bad
  2. The Christmas decorations were GREAT – thanks!
- 
1. Help lower our water utility bills
  2. Have more activities for senior citizens
  3. Provide better transportation routes
- 
1. Help the poor, open a place where the community can donate to the poor, cook for the, provide clothes, ride to doctors, etc. Set up a volunteer program for this, food bank
  2. Get rid of gangs and crime, or cut it down
  3. We need more things to do here in town. Bowling, miniature golf, trampoline place, skating rink, things we did as kids that are not expensive
  4. Dog park, movie theater, family style restaurants not fast food, gym for disabled and dance studio or room
  5. Art studio, run by volunteers, where people can come and do all kinds of art projects
- 
1. Gangs
  2. Jobs
  3. Sidewalks
  4. Streets & lines
- 
1. Security – eliminate gang activity
  2. Emphasize Christianity (Jesus, God, the Bible) without this, our Country (cities, states are doomed) All religions are not the same – read the Koran!
- 
1. City up to code!
  2. Gang prevention/intervention
  3. Drug prevention/intervention
  4. City involvement in solar energy
- 
1. City sidewalks, curbs, gutters
  2. Gang prevention/intervention
  3. Drug prevention and intervention
  4. Bring all city area up to code
- 
1. Revitalize downtown Sanger. Bring in new businesses and make the building look better
  2. Insist that whoever owns Barr Packing paint the side facing Academy Ave- it looks terrible

## Appendix A: Utility Billing Survey Responses

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3. Continue to repave the streets – North Ave is a mess
  
1. First of all for year 2016, get rid of gangs
2. Fix the streets – they are very bad
3. Do more for the people that need it
4. More communication with people
  
1. Almond Street between Greenwood & Bethel Ave is disintegrating.
2. Students needs a sidewalk for its full length
  
1. Gang prevention/intervention
2. Safe lighting in all areas of the city
3. Park maintenance
4. Recreational activities for the youth
5. Senior citizen programs
  
1. More police – safety – gangs
2. More small businesses (not food)
3. More handicap parking
4. More dog patrol. Dogs turned loose daily
  
1. Build a nice hotel! Traveler have to stay in Clovis/Fresno
2. Continue beautification projects
3. Add other transit bus for seniors
4. Attract more independent, local upscale restaurants (not chains)
  
1. Lights/cameras at Faller Park & JFK Park
2. Sidewalks
3. Fix road on North by St. Mary’s Church
4. Fix restrooms in all Parks
5. Substation police department on Annadale Ave & K Street
  
1. New businesses, economic development
2. Roads
3. Crime
4. Leadership
5. Downtown renovation
  
1. Finish paving Academy by Chuck Wagon
2. Pave the narrow strip of North Ave. approaching Bethel from the east
3. Hotel
  
1. Fixing the streets – south part of Rawson Street
2. Need a 4-way stop sign at 7<sup>th</sup> & K Streets

## Appendix A: Utility Billing Survey Responses

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1. Maintain our commitment to newer neighborhoods where developer fees provided certain amenities (park areas, walking trails, etc.) by replanting trees. Get neighborhood volunteers to help maintain the integrity of those areas.
2. Continue to improve older neighborhoods – adding sidewalks for pedestrian safety. Consider grants to improve these older homes – especially of seniors – to repaint, spruce up years, etc. add street lights – infill housing by adding Habitat for Humanity housing
3. Consider stronger code enforcement for lazy landlords and tenants
4. Bring in a mid-range hotel/motel company to encourage visitors
5. Continue to improve job skills training programs for the workforce to make Sanger a more viable contender for manufacturing or distribution type jobs
6. Add tech center – possible partnership with Co Lib – add 3d Laser printers, etc. to allow entrepreneurs access to equipment to experiment and grow

1. Public spaces for wellness: parks, walking and biking trails, etc.
2. Youth empowerment: work with youth to help them identify community problems, possible improvements, and guide them to implement their ideas
3. Youth wellness: engaging, healthy activities for youth (sports, arts, etc)
4. Continue to develop art centers
5. Support small business

1. Reduce the price of trash – the reason why they dropped the salary/benefits/retirement benefits of city workers to reduce the price of the water bill
2. When you vote for a representative it is for the good of the city not so that you save money and raise your own salary
3. The life/economic of city employees was not taken into consideration especially since the water bill was raised
4. Make it so that there are better benefits and salary for your employees
5. The Council should investigate the corporate earnings. Find out what their employees earn and what type of salary benefits will better the employees. Corporate earnings vs employee earning

1. Repair train tracks
2. Repair streets
3. Monitor water waste
4. Street lighting
5. Lights in Parks. Wasting water – irrigating parks

1. More Police patrol
2. Fix street lights
3. More parks
4. Build & Repair sidewalks
5. Farmer's Market

1. Drive approaches on sidewalks
2. No gangs, more security

## Appendix A: Utility Billing Survey Responses

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1. More police
2. Lights in parks

1. Get rid of the homelessness
2. More street lights
3. Fix sidewalks
4. Loose dogs
5. Paint crosswalks

1. More police to prevent robberies
2. Stop sign at Greenwood and North

1. More streetlights
2. Paint street crossings
3. Fix sidewalks
4. Stop vandalism

1. Stop gangs

1. Remove trash cans on the street

1. Street safety
2. Fix sidewalks
3. Street lights

1. For us, the graffiti that seems to be popping up little at a time is worrisome. But if the city of Sanger can keep it under control that way it has been, then Sanger will remain the beautiful little city that it is.
2. We would like to see something done with "La Colonia Market" on Bethel & Jensen. It would be nice to see another retail business there.

1. Get rid of Mayor Pro Temp and the city council
2. Let's start fresh with all new council
3. Select a diverse city council not all Hispanics and not all Texans

## **Appendix B: Sanger High School Students Survey**

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### **9<sup>th</sup> Grade Responses (inside City Limits):**

1. More healthy restaurants
2. More police officers and high pay raise for them
3. A hotel for guest besides motels
4. More attention to single parent families
5. More Parking spaces (Note: doesn't say where)

1. I think the city should invest more in youth-inviting activity places such as a bowling alley, Movie Theater, etc.
2. I think the city should also invest in more restaurant/fast food places.
3. The city should invest more in school activities.
4. Invest in more school resources.
5. Invest in transportation for field trips, etc. so students doesn't have to fundraise as much.

1. More sports stores (Big Five) because Sanger is a very athletic town.
2. A Starbucks on this dies of town (Where El Pollo Loco was).
3. Youth-Activity Centers.
4. School sports interactions with the City.
5. Transportation for students on trips.

### **9<sup>th</sup> Grade Responses (outside City Limits or unsure)**

1. More parks/entertainment centers for kids/teenagers.
2. More fast food like In N Out.
3. Sports shop. Not only for professional sale but also for equipment.
4. More protection so that what happened in San Bernardino doesn't happen here.
5. Movie Theater.

1. We should improve on getting more police officers.
2. We should get a sports like a sports authorities or Dick's.
3. A Movie Theater.
4. Outlet shopping center.
5. A mall.

1. We need more activities for families/youth. Movie Theater.
2. We'd also like to have more healthier grocery stores.
3. We should invest in more volunteer jobs.
4. We need to try to give the homeless a job.
5. Maybe bring more school projects.

## Appendix B: Sanger High School Students Survey

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### 10<sup>th</sup> Grade Responses (inside City Limits)

1. More places for young adults to get together.
2. Modernize Downtown.
3. Minimize the dollar stores.
4. Improve parks, especially Sanger Park.

1. Water conservation.
2. Public clean-up of parks/populated areas.
3. More community involvements.
4. More activities (Sanger Carnival, etc.)
5. Teen hangouts (to keep teens out of trouble) Bowling Alley.

1. More activities for youth.
2. Improve parks.
3. Improve Downtown.
4. Add a small shopping mall.
5. Need more sit-in dining food places.

1. Improve Downtown.
2. Activities for Friends and Family.
3. Shopping area.
4. Dine-in Restaurants.

1. Appreciation/Public Image of law enforcement.
2. Small businesses.
3. Parks.
4. Community Garden.
5. More attractions – bowling alley, bigger farmer's markets, etc. to bring community together)

1. Clean up the area (alley ways, streets, etc.)
2. More Attractions (stores, restaurants, entertainment)
3. Sidewalks (Students can be more safe).
4. Park Improvements.
5. More buses.

1. Make a place where kids can hang out.
2. Make a food bank place like Poverello House.
3. More watering control to water supply.
4. More supervision at parks.
5. Helping stray animals without killing them.

## **Appendix B: Sanger High School Students Survey**

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1. Utilize empty spaces (for buildings)
2. More places for kids to hang out.
3. Advertise small businesses in downtown.
4. Fix sidewalks wherever needed.

1. Bowling Center.
2. Movie Theater.
3. Health clinic.
4. Outlet stores.
5. Chipotle.

### **10<sup>th</sup> Grade Responses (outside City Limits or unsure)**

1. Improving the current quality of the building in town.
2. Improve city parks.
3. Create more places for teens (Movie Theater, etc.)
4. Improve the appearance of the town (clean it up)

1. Sanger Park improvements.
2. Sanger public theater group improvements a blossom trail.
3. Open up a venue i.e., like tower districts strummers, ex: poetry, concerts.
4. Open up an art museum or art appreciation/public opening – convey the artists stylings of the towns
5. More nature – ex: flower, more trees, pretty things to clean up the City.

1. Hangouts for teens.
2. Encourage fun learning.
3. Variety of activities.
4. Variety of restaurants.
5. Stop signs in neighborhoods.
6. More buses for school – buses are crowded.

1. Establish more businesses other than fast food. Get a major chain to come, like a dinner place. Restaurant like Panera or Applebee's.
2. More clothing stores in downtown and chains like Tilly's.

1. Fix up the downtown buildings.
2. A retro bowling alley.
3. More food options like Panera.
4. Need more shopping places like Ross or Marshalls.
1. More restaurants in Sanger. Fast but not fast foods, healthier things that you can go eat i.e., Panera, Chipotle.

## **Appendix B: Sanger High School Students Survey**

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2. More things that you can go into like Movie Theaters.
3. Shopping center like Ross, Marshalls, TJ Maxx.
4. Fix up downtown buildings.
5. Have a better transportation system for kids.

1. Ice skating rink.
2. Paintball courses.
3. More food places.
4. More mud, and color me rad events.
5. More community events.

1. Fixing up park appearance.
2. Sidewalk for people who walk from WAMS to S.H.S.
3. More stores (outlets, Wing Stop, Big 5).
4. Bus for High schoolers that practice at WAMS.
5. Less police intimidation.

### **11<sup>th</sup> Grade Responses (inside City Limits)**

1. More available restaurants.
2. A different grocery store besides Wal-Mart.
3. More lamp posts in neighborhoods.
4. Emergency services – police, firefighters.

1. Public Safety.
2. Community events.
3. Small businesses.
4. School funding.
5. Cleaner community.

1. Safety – CalFire/Sanger PD, etc.
2. Security of small businesses.
3. Community Events (i.e., Toyland Parade)
4. School Funding/Education.
5. Bowling Arena.

1. Emergency Services: Police/Fire/Ambulance
2. Variety of establishments: Restaurants, Movie Theater, Target, Bowling Alley, Lowe's, Home Depot.
3. More funding for Schools.
4. More light posts on streets.
5. More patrols around the city more police activity.



## Appendix B: Sanger High School Students Survey

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1. Reliable emergency services.
2. More places to each (restaurants, fast food, different cultural foods).
3. More social, entertainment places (bowling, ice skating, Movie Theater).
4. More lampposts (it can get really dark in certain places).

1. Developing the 2<sup>nd</sup> part of Sanger High School because Sanger has already received grants for doing so.
2. More support for family-owned businesses.
3. Improvement for parks.
4. More emergency services.
5. A dog park in town, so people with smaller homes and backyards can take their pets somewhere to run around.

1. Family restaurants.
2. Bowling Alley.
3. In n Out.
4. Entertainment Centers.
5. Update Downtown.

1. A family Movie Theater.
2. Mini golf.
3. Another High School.
4. Shopping Center – Clothes.
5. Another Starbucks.

1. In N Out
2. More entertainment centers.
3. Update Downtown.
4. Starbucks – west side.
5. Sanger High Football Stadium.

1. Upkeep of Downtown.
2. More activity options/buisnesses supported (like Jitters).
3. Parks need improvement.
4. Graffiti clean up.

- 1 To save water.
- 2 Hotel.
- 3 Sporting goods store.
- 4 Bowling Alley.
- 5 Improve safety.

## **Appendix B: Sanger High School Students Survey**

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1. More restaurants (In n Out).
2. More activities for youth (Movies, Laser Tag).
3. Helping animals.
4. New playgrounds.
5. Help homeless people.

1. More activities (i.e., Movie Theater, bowling alley).
2. More restaurants.
3. Shopping stores.
4. More fast food places (In N Out, Chipotle, Wing Stop).
5. More seats in football games (bleachers).

1. In N Out.
2. Pet Store.
3. Ice rink.
4. Animal shelter.

### **11<sup>th</sup> Graders Responses (outside City Limits or unsure)**

1. We need a Movie Theater.
2. Better food places.
3. A place to hang out and study.
4. A Wing Stop.
5. More jobs for students.

1. Fix up downtown Sanger with better stores and food places.
2. Have more entertainment such as bowling, movies, fun things to do.
3. Different types of food places.
4. Fix the roads to be smoother.
5. Jobs for teens.

1. More food options.
2. Movie Theater.
3. Activities to do.
4. TJ Maxx or Ross/anything with cute clothes.
1. More activities for people of all ages to attend to (Movie Theater, community centers).
2. More eating destinations.
3. Shopping locations.
4. Parks (basketball courts, baseball diamonds).

## Appendix B: Sanger High School Students Survey

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1. In N Out.
2. Pet Store.
3. Ice Rink.
4. Help Stray animals.
5. Panera.

1. More places to eat and be entertained.
2. More money to school events.
3. More lamp posts.
4. Emergency services.
5. Movie Theater, bowling alley, Target, Red Robbin, iHop, Chipotle, another Starbucks near High School.

1. Community security.
2. More social places for people of all ages (ice skating, theater, roller blading).
3. Clean community.
4. Thai food restaurants.

1. Movie Theater.
2. Hotel.
3. Sporting goods stores.
4. Bowling alley.
5. Safety.

1. To have a Bowling alley.
2. Safety.
3. A football stadium on campus.
4. Updated track @ Sanger High.
5. Store variety.

1. Restaurant variety.
2. Bowling Alley.
3. Football field @ Sanger High.
4. Store variety.
5. Movie Theater.

1. Restaurant variety/diversity.
2. Entertainment.
3. Safety
4. Stores.

## **Appendix B: Sanger High School Students Survey**

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5. Football stadium at school.

1. Railroad crossings, needs better paving.
2. Small popular shops/mini mall.
3. Trails for bikes/skateboards.
4. Cleaner parks.
5. More popular restaurants/fast food
6. More gatherings, carnivals, swap meets.

1. Cleaning up the community.
2. More youth activities/entertainment.
3. Creating more family friendly areas (parks).
4. More popular restaurants (Chipotle, Panera, In N Out).
5. Reducing the amount of stray animals by building a shelter.

### **12<sup>th</sup> Graders Responses (inside City Limits):**

1. A healthier grocery store to shop at for produce. Ex: Whole foods.
2. More available sit-down restaurants.
3. More lamp posts within neighborhoods.
4. Reliable, quick emergency services.
5. Homeless shelter.

1. Dispatch center.
2. Entertainment.
3. More law enforcement.
4. Improve Downtown.
5. More restaurants, less fast foods.

1. Better law enforcement.
2. Better Downtown for example make it more welcoming, needs to be updated.
3. More local own restaurants.
4. Entertainment.
5. Road repairs.

1. In N Out, Carl's Jr., more food.
2. More entertainment.
3. Promote small business.
4. Develop a middle class.
5. Put something in El Pollo Loco spot.

## Appendix B: Sanger High School Students Survey

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1. Law enforcement.
2. Entertainment.
3. Food Places (fast food).
4. Better Downtown.
5. Better stores.

1. Jobs for High Schoolers.
2. Road reconstruction.
3. Safety.
4. Drive in Theater.

1. Public Safety.
2. Small businesses.
3. Education.
4. Movie Theater.
5. Dispatch Center.
1. Public Safety.
2. Improve roads.
3. Movie Theater.
4. Bowling Alley.
5. More restaurants.

1. More fast food.
2. Safety.
3. More money for School – ASB’s.
4. Better roads.
5. Target.

1. Bowling Alley.
2. Movie Theater.
3. Public Safety.
4. More Fast Food.
5. Car Movie Theater.

1. More funding in the Police Department, City inspectors shouldn’t be riding in 1 car. The City should fix all 3 cars so these people aren’t getting paid to do nothing.
2. Homeless shelters or resources for them.
3. Light Posts around the City; it is way too dark on the side of town where the community center is.
4. More jobs. It’s very difficult to get a job in High School that is flexible for High School Students.

## **Appendix B: Sanger High School Students Survey**

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5. Something to do (Movie Theater, etc.) It's difficult to make lots of trips to Clovis just to have something to do.

1. Public Safety.
2. Movie Theater/Entertainment.
3. Youth Development.

1. Modernize downtown- places that all ages can enjoy.
2. Not too many Dollar stores/Pizza shops.
3. Improve parks.
4. Add more restaurants.

1. Public Safety.
2. Youth attraction, Movie Theater, dance areas, clubs for youth.
3. Diversity of stores (too many \$1 stores).

1. City events such as intra-mural.
2. Decoration for public appeal (more in "needy" areas of town).
3. Aid for local church ministries.
4. Donations for poorer families in town.
5. Outreach programs for Sanger families in need of food.

### **12<sup>th</sup> Graders Responses (outside City Limits or unsure)**

1. Roads.
2. Restaurants.
3. Entertainment.

1. Roads.
2. Restaurants.
3. Entertainment (Drive-in Movie Theater).

1. Public safety.
2. Roads.
3. Entertainment: drive-in movie?
4. Restaurants.
5. School funds.

1. Public safety.
2. Bowling alley.

## Appendix B: Sanger High School Students Survey

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3. Movie Theater (drive-in).
4. More restaurants.
5. More roads (improved).

1. Safety (police dept. fire dept., response time).
2. More fast food chains.
3. Community cleanliness (clean community).
4. Better roads (two land road in front of High School).

1. Safety.
2. Small businesses.
3. Education.
4. Dispatch center.
5. Dutch Brothers or Movie Theater.

1. Safety (Police dept.) (Fire dept.).
2. Clean community.
3. Nicer roads.
4. More fast-food options.

1. Public safety: more Police, Fire, Ambulance.
2. Would like more road work.
3. More restaurants.
4. More entertainment, shops.
5. Drive in Movie Theater.

1. Public safety.
2. Road repair.
3. Job availability.
4. Food/entertainment.
5. Drive-in Movie Theater.

1. Better law enforcement.
2. New bowling alley.
3. New In N Out restaurant.
4. Movie Theater.
5. Go cart arena.

1. Dutch Brothers.
2. Reliable fire dept. and police dept.

## Appendix B: Sanger High School Students Survey

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3. More lamp posts within neighborhoods.
4. Homeless shelter esp. during winter.

1. Public safety.
2. Movie Theater.
3. Mall.
4. Restaurants.
5. Fast food places.

1. More beneficial businesses (less 99 cent stores).
2. Downtown business (rather than old closed shops)
3. Better law enforcement.
4. Variety of food (more than fast food).
5. Hotels (sports can profit from tournaments in Sanger).

1. Improving roads.
2. More restaurants.
3. School funds.

### Responses from Designated in City Limits, but no Grade/Age:

1. In N Out.
2. Teazers (?)
3. High Tech library – biblioteca.
4. Boy's Lacrosse.

1. Improve city parks.
2. More activities for teen (blowing alley, hangout spots, good shopping malls).
3. Add in more streets to reduce traffic.
4. Improve downtown (stores, clean-up).
5. Get better and more restaurants.

1. Keeping parks clean and new swing sets/playground.
2. More teen activities, places to be with friends.
3. New popular restaurants, Wendy's Dutch Brother's
4. Helping stray animals, shelters! Volunteer opportunities for pounds.
5. Helping homeless, shelters! Volunteer.

1. My highest priority is some variation of a clinic.
2. Movie Theater.



## Appendix B: Sanger High School Students Survey

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3. Public Track.
4. A college.

1. Bring Sanger back to life – ex: Rotary used to be beautiful, now when I drive by the field doesn't look like a field, just a pile of dirt.
2. More activities for youth: laser tag, bowling, trampoline arena (way out there, but drive-in)
3. Help the homeless.
4. More places to eat – ex: Chipotle, Panera.
5. Street lights.

1. Food other than fast food.
2. More churches.

1. A Movie Theater.
2. More food options near the school such as easy, fast food places, ex: chipotle, Panera
3. Clothing and mall type stores such as Hollister, Marshalls, Bath & Body Works, Tilly's.
4. Ice rink.
5. More recycling opportunities around the community.

1. Do not waste money on un-useful things such as the Carl's Jr. that was supposed to be coming in.
2. Bring back the old bowling alley we had many years ago.
3. Have some more popular stores such as Tilly's. Bath and Body Works, or Marshall's.
4. Put more stores in reasonable places, not all places can fit in.
5. Stop letting all little shops and non-profitting places take over.

1. A bowling place.
2. More restaurants.
3. A Movie Theater.
4. Arcade.
5. Burger King.

1. Restaurant variety.
2. City repair and clean-up.
3. Business promotions. (or getting businesses advertised).
4. Educational events (teenage parents).
5. Education events (government issues, who to vote for).

## **Appendix B: Sanger High School Students Survey**

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1. Build indoor facilities for students to spend time after school close to High School (bowling alley, Movie Theater, and places to eat).
2. More restaurant or modern places to eat to get people to come to Sanger.
3. Help the homeless and poor.
4. Pet adoption centers/medical clinics near the high school that students can volunteer.
5. Help expand the schools (Sanger High).

1. I believe the city of Sanger should try to create more opportunities for the community to enjoy themselves with, like a bowling alley.
2. We'd like more grocery stores that have healthier foods.
3. Have a free health clinic.
4. Let's give homeless a job.
5. Maybe another High School here.

1. Improving roads.
2. More restaurants.
3. Entertainment.
4. Drive-in Movie Theater.
5. School funds.

## **Appendix C: Community Workshops**

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For each of the workshops, the suggestions generated at each table are provided below (the numbers in the parenthesis indicate how many votes that item received from people at that table). The top vote getters at each table were combined into a common ballot for all participants at the workshop who then voted on the top five using adhesive dots. The summary results are reported in Section 2.

### **WORKSHOP NO. 1: JANUARY 9, 2016**

**Table 1**

- Make Sanger Downtown a destination (6)
- Business/Economic Development (5)
- Expand gang prevention efforts (4)
- Improve curb, street, sidewalk - get up to code (improve infrastructure) (4)
- Improve marketing of Sanger (good things) (3)
- Improve Downtown; develop a plan for all to follow (2)
- Make Sanger more business friendly (2)
- Strong anti-gang efforts (prevent, intervene for the long term)
- Improve water infrastructure (1)
- Continued strong city/school relations/cooperation (1)
- Bring dispatch back to Sanger (1)
- Solve lack of Downtown parking
- Business owner training for improved communications
- Planning Commission – more authority to control/prevent problems (improve design guidelines)
- Expand Police and Fire reserves, explorers, volunteers
- Increase # of community events

## **Appendix C: Community Workshops**

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**Table 2**

- Infrastructure: roads, sidewalks, pipe system (water, sewer, water well). Need to understand [this is the] life blood to development & investment. Workshop to have an understanding of the status (5)
- Crime prevention: mentors for youth, services for youth, intervention/prevention/gangs; police services – prevention, training, preventative approach, crime analysis; youth gang prevention (5)
- Economic development, overall, with downtown a subcomponent; create Sanger as a destination point; take advantage of Christmas Tree City; not being a “drive through” city; boost Sanger “spots”, focal spot; revitalization of Downtown, buildings not in good repair, develop plan; business promotion programs; hotel/tourism (5)
- In-house dispatch (emergency) (4)
- Community recreation services overall (pool) (3)
- Police department and fire department staff bilingual proficiency (3)
- Instill/refocus family values
- City Council communicating: we are all in this together – instill spirit, heart (3)
- Light manufacturing focus
- Job development
- Tech park – promote
- Bike lanes/nature trails
- Urban design
- Expand recreation services (staff)
- City growth/expansion
- Invest in youth

**Table 3**

- Youth sports programs (involve schools); programs for youth (3)
- Gang intervention, prevention (emphasize reintegration, education, jobs) (3)

## **Appendix C: Community Workshops**

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- Multi-unit, low income housing with community services including a women's center (including education for women with children), men's counseling (3)
- Police dispatcher (3)
- Homeless services/shelter (3)
- Infrastructure: streets, gutters, sidewalks, lights, security cameras (2)
- Consultants are not necessary; contracting practices should include local contractors and require local hiring (less ongoing contracting outside) (1)
- Police training, correct protocols; community oriented policing (1)
- Fairer representation on City commissions and committees (1)
- Downtown improvements (1)
- Substation (K Street, J Street) (1)
- Parks – upgrade and more
- Economic development – hotel, improved signage, include contracts for local hiring preference
- Publically accessible computers
- City hiring practice should include recruitment to better reflect community demographics
- Reed and Anandale safety improvements

***Consolidated Goal Statements at January 9 Workshop: Numbers in parenthesis are number of votes (dots) each item received.***

- Comprehensive gang intervention programs, prevention, reintegration, mentors, restorative justice; invest in programs for youth such as youth sports, gang intervention element, youth commission (11)
- Infrastructure: streets, curbs, sidewalks (8)
- Affordable housing with support services (e.g. women's shelter, education, counseling) (7)
- Business/economic development, including marketing Sanger as a destination, local job creation (7)
- Downtown (including as a destination) (6)

## **Appendix C: Community Workshops**

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- Police dispatcher (5)
- Homeless shelter/services (4)

### **WORKSHOP NO. 2: JANUARY 12, 2016**

#### **Table 1**

- Prevent gangs, add programs to steer kids away from gangs (4)
- Implement Job Corps/Medi Corps -- Trade school (4)
- Bring assisted living facility for elderly to Sanger (continuing care facility) (4)
- Empower Sanger's youth; provide more opportunities (3)
- Public safety (2)
- Update and improve downtown (2)
- Increase green space, parks, museums, etc. (2)
- Improve water infrastructure and water availability (1)
- Improve infrastructure (curbs, sidewalk, streets, street lights) (1)
- Expand city growth (annexation) (1)
- Pass ordinance – shop/store workers must be customer friendly – better customer service (1)
- Smoke-free public housing (1)
- City beautification through code enforcement (1)
- Reduce storefront advertising
- Increase business opportunities, be business friendly (economic development)

#### **Table 2**

- Maintenance of city infrastructure including sidewalks, water, sewer (4)
- Gang prevention programs/rehabilitation; explore best practices of similar communities that have been successful in helping youth. Consultants? (3)
- Water conservation and alternatives for future sustainability (2)

## **Appendix C: Community Workshops**

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- Restore downtown structures/vitality (2)
- Comprehensive downtown master plan (1)
- Turn 180/Academy into a new city center (commercial center) (2)
- More manufacturing job growth (2)
- Smoke-free multi-family dwellings (1)
- Incorporate health into planning (1)
- Name-brand hotel to serve SUSD, businesses, tourism and to benefit local economy (1)
- Improve city/SUSD relationship
- Eliminate district voting an mayoral election by voters
- Smoke-free public spaces
- View community programs and budgets holistically rather than in segments
- Revise signage code re: window coverage

***Consolidated Goal Statements at January 12 Workshop: Numbers in parenthesis are number of votes (dots) each item received.***

- Job growth, manufacturing, recruitment of businesses (7)
- Gang prevention/intervention, restorative justice, programs for youth, rehabilitation, empower youth (6)
- Infrastructure maintenance: streets, sidewalks, lights, etc. (6)
- Implement Job Corps/Medi Corps – trade school (6)
- Water conservation, change practices (6)
- Restore downtown vitality, master plan (5)
- Bring assisted living (continuing care) (4)
- Parks/Green spaces (3)
- Move center of Sanger to 180/Academy (new commercial center) (2)

## Appendix D: Letters

### Priorities listed by members of the Sanger Downtown Business Association at the December 2015 meeting

#### 1. Make Downtown Sanger a destination

With more things to do

- Add a movie theater and a hotel
- Add a place for our young people to gather
- Add a place for our 21-30 year olds for training

Diversity in shops/restaurants

- Enhance the types of downtown businesses
- Have the type of businesses that will make people want to shop there
- Plus more choices of places to eat

Emphasize/promote desired community assets such as

- State Scenic Highway
- Blossom Trail
- Fruit Trail
- Success of Sanger's schools
- Nation's Christmas Tree City

#### 2. "Grow" the businesses that we have and encourage new ones to come

Get the business people of Sanger more informed about participating in  
Sanger Business activities and events through education

Encourage participation in the Chamber and Downtown Business association

Promote increased support of our town and businesses by the community in  
order to keep existing businesses "alive" and to encourage new  
businesses to come to town

Have workshops to share skills that help businesses

- Marketing/Display
- Media/Networking
- Computer skills etc.

Increase traffic to businesses through Shop Small, Shop Local, Shop  
SANGER campaign



## Appendix D: Letters

Small Business Saturday (National event) plus Sanger Small Business Saturday

Encourage business owners to keep up their businesses (fresh paint, clear away weeds and litter etc.)

Try advertising in the Herald or the Sanger Scene as a group of downtown merchants

Listen to each other; acknowledge the speed at which the world is changing

Retail growth leads to more jobs for the community

English/Spanish communications

### 3. More Community Events

Events bring outsiders in and increases sales in Sanger businesses

Increased revenue and sales tax

Farmers Market—needs changes

Free health fairs or community fairs

Other community events

### 4. Better articulation and coordination of services and events

Economic development partnership with Chamber of Commerce and Downtown Association groups—make the pie bigger/create a "Regional Destination" mind set.

Enhance the business "climate"—Chamber, Downtown Association etc.

What is our niche? Get 180 E/W traffic "here" and N/S Academy businesses "here"

Community task force is an asset

Government/business cooperation—between the City, the Chamber, the SDBA, SUSD and more

Compiled from ideas shared in writing at the Dec. 2015 SDBA meeting.

Compiled by Kathleen Mattox/President/Sanger Downtown Business Association

## Appendix D: Letters

City of Sanger  
Attention: Kristina Chamberlain  
1700 7<sup>th</sup> Street  
Sanger, CA. 93657

1. **Infrastructure** - I believe that we need to focus on developing the City of Sanger's sidewalks, streets, crosswalks, street lights, sewer and water systems especially on the east side of Sanger. There are some areas of the City that are still being serviced by clay pipes. Improvements such as street lights deter criminals and improve neighborhood safety. Sidewalks allow our children to safely walk to school without being exposed to street traffic. We all need clean and safe drinking water.
2. **Public safety services / Sanger Public Safety Dispatch**—The Fire and Police Departments need to be properly funded, staffed, and maintained. We ALL deserve to live in a safe City! We need vision to look towards the future and focus on the community needs of fire safety services and deterring future generations of Sanger children from gangs. We need first rate homegrown personnel in our emergency services and provide them with the best equipment and training that is possible. We should be able to proudly stand on our own and not have to rely on others. As a member of the Sanger Public Safety Dispatch ad hoc committee, led by Mayor Pro Tem Cantu, I strongly believe that by having our own dispatch center, it will improve and strengthen safety services and community relations to the citizens of the City.
3. **Annexation** - We as a City need to look to the future and grow our City in all four directions. As a child growing up in the City, we had a vibrant downtown, however times have changed and we need to look to the north towards Highway 180. If we do not aggressively annex around us, the Cities of Fresno, Clovis, and the County will be at our doorstep in short time and take those (our) areas for themselves.
4. **Economic Development** – The City of Sanger is a growing and vibrant community. We need more businesses and economic opportunities to increase our tax base. If we were to “think big,” and attract such large scales businesses and distribution centers like the City of Dinuba has done, the City of Sanger can enjoy great economic prosperity, with many employment opportunities for our citizens.
5. **City of Sanger's Measure S Public Safety tax** – This needs to be renewed to ensure that Public Safety services are secured. I know that this is associated with #2. I believe that there needs to be a reduction from ¾ cent tax to ½ or even a ¼ cent. If this is done, businesses will be more willing to invest in our City and people will spend their money in the City. We need to change the language of the Measure S Public Safety tax so that our emergency services can properly staff and acquire needed equipment without controversy. I believe though, that the oversight committee needs to be kept in place, to prevent the Measure S monies from being spent unwisely or incorrectly. As a firefighter, I remember, I couldn't even buy a paint brush because funds were so lean in the City. I don't want that to ever happen again.

My name Domingo Valdez, retired City of Sanger fire Captain. I am proud to live in Sanger and I deeply care about my City. I want us to hire Sanger, buy Sanger, sell Sanger, and be Sanger.

THANK YOU  
Domingo Valdez