



NEW FIRE STATION 6



TRAFFIC SIGNAL SYNCHRONIZATION



POLICE DISPATCH CENTER REMODEL

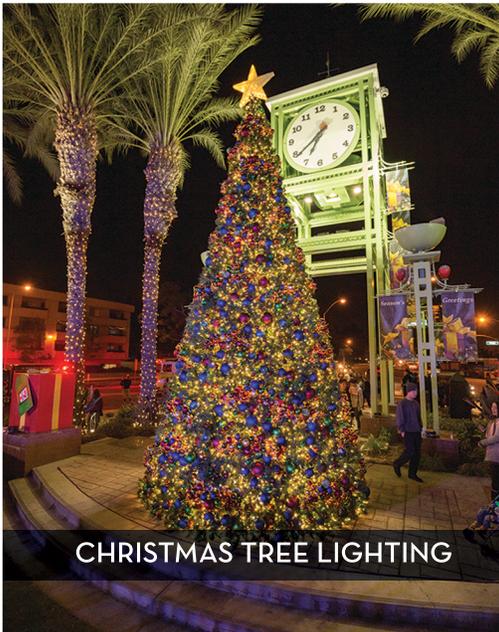


BROOKHURST PLACE, PHASE 1 - OPENING



# CITY OF GARDEN GROVE PERFORMANCE REPORT

Fiscal Year July 1, 2017 - June 30, 2018



CHRISTMAS TREE LIGHTING



SUMMER CONCERT SERIES

# CITY OF GARDEN GROVE



Steven R. Jones  
*Mayor*  
Stephanie Klopfenstein  
*Mayor Pro Tem - District 5*  
George S. Brietigam  
*Council Member - District 1*  
John R. O'Neill  
*Council Member - District 2*  
Thu-Ha Nguyen  
*Council Member - District 3*  
Patrick Phat Bui  
*Council Member - District 4*  
Kim Bernice Nguyen  
*Council Member - District 6*

January 10, 2019

Honorable Mayor and City Council Members:

I am pleased to present the City of Garden Grove's Fiscal Year (FY) 2017-2018 Performance Report. This report highlights the most notable accomplishments of each City department during the last fiscal year. The report is intended to assist in the evaluation of the City's short and long-term goals, and to demonstrate our commitment to providing the highest quality of service as efficiently and effectively as possible.

On an organization-wide basis, the City continued its focus on implementing the Community Vision and progressed forward in improving programs, providing quality services and completing projects outlined in the City's FY 2017-18 Action Plan to achieve City Council priorities. Primary areas of emphasis centered on economic development to grow City revenues, enhancing public safety staffing and infrastructure, community engagement, financial sustainability, and effective and transparent government.

In the Police Department, much needed infrastructure upgrades were completed in the Police Records and Communications Divisions. Space once needed for paper files was converted into interview rooms and offices, and outdated equipment was replaced with smaller more powerful versions. Additionally, the Special Resource Team (SRT) was expanded as a full-time patrol assignment to more effectively handle calls for service related to homelessness. The SRT is creative in how it handles enforcement tasks and provides assistance to Garden Grove's homeless/transient population through partnerships with other agencies and community resources.

Accomplishments in the Fire Department included construction of the new Fire Station No. 6, which opened after much anticipation in December 2018. The new fire station, located at West Haven Park, is a full-function, 7,680 square foot facility that can accommodate up to eight fire fighters daily. This new facility is the first new fire station in more than 45 years and will meet the needs of the community, including the Grove District - Anaheim Resort, for the next 50 years. Construction of the fire station was completed on schedule and on budget.

Several major development projects are continuing to strengthen Garden Grove's economic base and growth potential. Phase I of the City's largest commercial and residential mixed-use development, Brookhurst Place was completed. The completion of Phase I comes during an important turning point for Garden Grove as we're dynamically

re-energizing and re-imagining ourselves. It also comes at a time when new modern housing is needed. At build-out, this project will include up to 200,000 square feet of commercial/retail space and over 600 residential units. Important progress was also made toward completion of SteelCraft Garden Grove, with construction presently underway and opening projected for the second quarter of 2019. This exciting new urban eatery will add fresh new faces to the Civic Center and bridge the gap between Main Street and the upcoming Cottage Industries project.

The City's street infrastructure and park facilities also saw enhancements. Traffic signal synchronization was completed on Harbor Boulevard and Chapman Avenue; street rehabilitation improvements were completed on Westminster Avenue, Magnolia Street and in residential neighborhoods; old light poles at Pioneer Park, Village Green Park, Westhaven Park and Westgrove Park were replaced with sturdy new energy efficient poles; the Garden Grove Dog Park was renovated with new amenities; and a new picnic shelter was installed at Atlantis Play Center.

Finally, a community survey was conducted to gauge the community's priorities and preferences about essential City services needs and important quality of life issues. The results indicated that residents had very positive views toward the City and City services, but had concerns about overall public safety, including increases in homelessness. As part of the community engagement effort, City staff met with more than 25 community groups throughout all districts and collected feedback from over 2,000 residents. Based on feedback from community members, the top priorities which centered on public safety, were identified. Staff will be working with the City Council to begin addressing these priorities in the coming months.

The accomplishments highlighted in this report demonstrate both the City Council's and staff's strong commitment to the City's mission and vision. The leadership of the City Council and the commitment of our employees continue to enrich the quality of life for the residents of Garden Grove.

Sincerely,



Scott C. Stiles  
City Manager

# INTRODUCTION

The mission of the City of Garden Grove is to provide responsible leadership and quality services as we promote safety, cultural harmony, and life enrichment.

The organization of the City government consists of nine departments, which work together to provide quality service to the Garden Grove community. These departments can be described as consisting of two interdependent halves: the first half provides direct services and the other half provides indirect services.

## DIRECT SERVICE DEPARTMENTS

The direct service departments provide services to those who live, work, play, shop, visit, and conduct business in Garden Grove. These departments are the most publicly visible part of the City organization, and are what most people think of as City services.

- **Police**
- **Fire**
- **Public Works**
- **Community and Economic Development**
- **Community Services**

## INDIRECT SERVICE DEPARTMENTS

The indirect service departments, which are mostly unseen by the public, provide vital support for the operations of the direct service departments.

- **City Manager's Office**
- **Finance**
- **Information Technology**
- **Human Resources**

The following pages present information on the mission of each department, its major accomplishments for Fiscal Year (FY) 2017 – 2018, and various photographs, charts, and graphs highlighting items of particular interest.

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PART I

# **DIRECT SERVICES**

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# POLICE DEPARTMENT



**The mission of the Garden Grove Police Department, through a Community Partnership, is to improve the quality of life in the City and provide a sense of safety and security to community members.**

The Garden Grove Police Department is committed to providing quality, customer-based law enforcement services to residents, merchants, and visitors alike. In doing so, the Department maintains a community policing, problem-solving approach to the protection of life and property, and commits to resolve the concerns of those we serve in a timely, effective manner. Our highest priority is to ensure our city remains a safe community, and that residents and business owners live and work without the fear of crime and with an improvement in their overall quality of life.

The Police Department consists of three Bureaus: Community Policing Bureau, Support Services Bureau, and Administrative Services Bureau. The significant achievements of FY 2017-18 for the Police Department included the following:

## **POLICE RECORDS AND DISPATCH REMODEL PROJECT COMPLETION**

After six months of planning and six months of construction, the Police Records and Communications Divisions moved into their remodeled facilities located on the first floor of the Police Department in December of 2017. The Records Division converted



space once needed for paper files into interview rooms and offices. Lobby improvements enhanced the customer service experience and employee safety. Before-and-after photos highlight noticeable aesthetic improvements as well as maximization of space. The lobby now has a "take a number" kiosk, and more "self-help" features, such as online police reports, are on the way.



The Communications Center (Dispatch) also moved into their newly remodeled space. The removal of decades-old computer equipment, wires, and cables provided space for a much needed lounge for dispatchers on break. During construction, the entire division operated from our Emergency Operations Mobile Command Post. Although the quarters were tight, the use of the temporary dispatch center provided an opportunity to test our equipment normally deployed in emergencies.

Public Works assisted with the construction of the Communications Center. Carpet was replaced with hard flooring; all new consoles and furniture were installed; and old equipment was replaced with smaller, more powerful, new equipment, thus freeing up extra space.



The project was headed by Captain Ed Leiva and was on time and within budget.

### **SPECIAL RESOURCE TEAM**

The Special Resource Team (SRT) was introduced this year as a full-time patrol assignment to more effectively address the homeless population in Garden Grove. The SRT focuses on handling calls for service related to homelessness, which allows other patrol officers to concentrate on handling crime issues and emergency calls for service. The SRT is encouraged to be creative in how it handles enforcement tasks and provides assistance to Garden Grove's homeless/transient population. For example, the SRT has contacted family members willing to take in their homeless relatives, and secured travel vouchers for out-of-state trips home.

The SRT program has achieved some significant accomplishments, which would not have been possible without assistance from other units and officers within the Department. SRT officers have also partnered with other law enforcement agencies and brought county and state resources on board. As a result, the team has been able to address some long-standing problems in the city, which helps improve the quality of life.

## **PERFORMANCE BASED POLICING REPORT**

For years, police departments nationwide have relied on a comparative ratio, compiled by the FBI, of officers per capita to determine adequate staffing levels for police departments; however, this was never intended to be used as an industry standard. Every community has different policing needs based on demographics, crime activity, and community expectations. For many years, the Garden Grove Police Department and other Orange County law enforcement agencies approximated their staffing needs using the per capita method. In 2017, most agencies in Orange County averaged between 1.01-1.18 officers per capita while Garden Grove averaged a mere 0.96.

The Professional Standards Division completed a comprehensive performance-based work study analysis to help determine appropriate patrol staffing levels for the police department. Following step-by-step methods outlined in the academic study *A Performance-Based Approach to Police Staffing and Allocation*, the team was able to determine appropriate staffing levels for the department.

The performance-based approach to determine police staffing needs analyzes citizen-generated calls for service, the length of shifts, the total time off officers take each year, the method of delivering police services to meet performance objectives, the number of calls that require multiple officer responses, and the total time officers spend on each call. After the data were collected and evaluated according to the parameters outlined in the study, it was determined that the department was in need of an increase in staffing levels.

This report was publicized and referred to during community meetings to emphasize the need to expand the staffing of the police department and educate the community regarding the potential impacts of Measure O.

## **POLICE DEPARTMENT RECRUITMENT**

The Professional Standards Division of the Police Department continued its efforts to increase recruitment of the Police Department's work force to become more reflective of the community it serves. The team continues to attract lateral police officer



candidates from police agencies throughout the state. The combination of lateral officers and entry level candidates ensures that our patrol officers have a mix of law enforcement experience levels.

During FY 2017-18, the Professional Standards Division hired 14 new officers. Five of the new officers were lateral officers and nine were academy graduates. Six additional academy recruits were hired at the end of FY 2017-18

and entered the police academy. They will graduate during the first quarter of FY 2018-19.

In addition, two full-time records specialists were hired, one reserve officer, two master reserve officers, and three part-time police cadets. The Professional Standards Division conducted two civilian recruitments for dispatcher and records specialist. Unfortunately, no candidates were successful in passing the background process. Vacancies have remained for these civilian positions through the fiscal year. Additional civilian recruitments are scheduled early next fiscal year.



An early retirement option for all employees was approved for FY 2018-19 and required significant planning during this year. Seventeen officers and seven civilians are scheduled to take the early retirement option during the first quarter of FY 2018-19. Fourteen additional sworn vacancies and three civilian vacancies occurred during this fiscal year because of tenure retirements, voluntary resignations, and the addition of two new police officer positions. Multiple recruitments have been planned and scheduled through FY 2018-19 to fill all the employee vacancies.

## POLICE DEPARTMENT FAST FACTS

During FY 2017-18 the Police Department responded to 70,515 calls for service with an average response time of 4 minutes, 46 seconds for priority calls. Specific statistics regarding calls for service and response times are contained in the following tables:

<b>Calls for Service – FY 2017-18</b>	
<b>Priority 1</b> Immediate Dispatch <i>Lights and Sirens Authorized</i>	1,919
<b>Priority 2</b> Immediate Dispatch <i>Lights and Sirens NOT Authorized</i>	7,950
<b>Priority 3</b> Felony Just Occurred Crime Against Person Just Occurred Threat of Violence <i>Lights and Sirens NOT Authorized</i>	30,188
<b>Priority 4</b> Cold Felony Reports No Threat of Violence But Could Escalate <i>Lights and Sirens NOT Authorized</i>	9,628
<b>Priority 5</b> Property Crime Just Occurred No Threat of Violence <i>Lights and Sirens NOT Authorized</i>	13,369
<b>Priority 6</b> All Other Low Priority Calls <i>Lights and Sirens NOT Authorized</i>	7,111
<b>Priority 7</b> Phone Reports Abandoned Vehicles Sex and Drug Registrants	350
<b>Total Calls for Service</b>	<b>70,515</b>

<b>Calls for Service/Response Times</b>	<b>FY 17-18</b>	<b>FY 16-17</b>	<b>Change</b>
<b>Priority Calls for Service (Priorities 1 and 2)</b>	9,869	10,224	-3.5%
<b>Non-Priority Calls for Service (Priority 3 and greater)</b>	60,646	58,135	4.3%
<b>Total Calls for Service</b>	70,515	68,359	3.2%
<b>Average Response Time - Priority</b>	4 m 46 s	4 m 52 s	-0 m 06 s
<b>Incoming Phone Calls</b>	175,282	164,741	6.4%



# FIRE DEPARTMENT



**The mission of the Fire Department is to promote excellence through rapid response, proactive training, prevention, and preparedness programs, while maintaining a high level of efficiency and well-being for our community.**

The Fire Department provides the community with efficient, cost effective fire and life safety protection, and emergency medical services. This is accomplished through department-wide proactive fire programs within two divisions: Operations Division and Administrative Division.

The significant achievements of FY 2017-18 for the Fire Department included the following:

## **CUSTOMER SERVICE**

The Fire Department continued to implement changes using industry best practices in the management of the organization to maximize customer service. A collaborative process is used in decision-making, both operationally and administratively, which includes management, labor, and department members. Despite the ever increasing emergency call volume and fire prevention activity, the department continues to provide excellent service and continuously seeks every opportunity to maximize the effectiveness of its limited resources and funding.

The Fire Prevention Bureau continued to develop programs focused on greater customer service, collaboration, and compliance with both the business communities and the school district. Some of the successes are listed below:

- Established practices and procedures with the Building Department to enforce complex codes.
- Strengthened life safety by hiring a part-time inspector to abate hazards in the community.

- Revised and updated all fire permit and services fees. These modest increases are the first step in recovering the basic cost of services provided.
- Achieved 100% completion for fire prevention inspections, including for churches and schools.
- Strengthened relationships with resort districts and schools through education and outreach events.

## PUBLIC RELATIONS

The department increased its social media presence in the community and actively communicated public education, emergency, and City information through its social media platforms. The department’s Facebook page has over 6,700 Likes (followers) and is linked to many city community groups. Social media continues to be a cost-effective method to connect to our community.



Current media platforms used by the department:

- Facebook – Community page used to educate, inform, and engage
- Instagram – Utilized to give people an inside look at the fire department
- Nextdoor – Web program used to reach specific neighborhoods with information
- Twitter – Used to update followers, particularly the media, of a working incident

The department works collaboratively with other City public information officials to maximize the flow of accurate and timely information to the community. One way the Fire Department spreads information to the community is by leading the City’s Social Media Committee.



The department is active in public outreach and in developing relationships with the community. This year’s participation included 33 demonstrations, 18 fire station tours, and six special events. We also participated in:

- Spark of Love
- Stuff a Bus
- National Night Out
- Fire Service Day
- Strawberry Festival
- Tet Parade
- Open Streets

The department continues to work directly with the Community Relations Division in promoting Garden Grove as a great place to work and have a business. Department leadership regularly attend community workshops and meetings to gain insight on community needs and to build relationships with businesses in the region.



## **FIRE DEPARTMENT INFRASTRUCTURE**

- The Fire Department issued a new set of compliant safety clothing (Turn-Outs) and wildland safety gear to firefighters, as required by OSHA. Along with the purchase of new turn-outs, the department was awarded an Assistance for Firefighters Grant (AFG) to replace 50-year-old fire nozzles and thermal imaging cameras. The fire nozzles and thermal imaging cameras will increase firefighter safety and reduce potential liability to the City. Due to the department's efficiency with the AFG, FEMA allowed the department to use the remaining AFG funds to purchase new extrication equipment and iPads. Both of these items will significantly improve operational standards.
- A new cloud-based records management program was adopted. This new program became the central hub for many department functions, such as training, vehicle maintenance, scheduling, prevention, inventory, and Captain's journal.
- The Fire Department replaced aging vehicles with acquisition of a light air unit and a command vehicle. Replacing both of these vehicles improves the department's operational safety and efficiency.
- Fire Station No. 6 is under construction, and is on pace to open October 23, 2018. When Fire Station No. 6 is completed, it will be the City's first new station in 45 years.

## **DISASTER PREPAREDNESS & EVENT PLANNING**

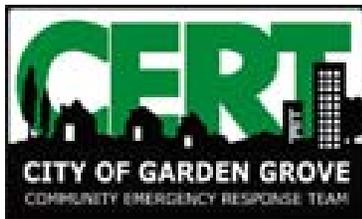
- Initial Fire Department Operation Center (DOC) & Alternate City Emergency Operation Center (EOC) training of department staff was conducted in the last fiscal year. This training was put into operation to manage several large City special events. In addition to emergency management training, emergency action plans were done for festivals including the annual Strawberry Festival and the High & Mighty music festival.
- The Fire Department Operation Center (DOC), located in the fire administration offices, received technology upgrades that now allow real-time communication with other City departments, safety agencies, and the county operational area during a major emergency. These upgrades included five wall mounted monitors, built in

projector, new computers, and teleconferencing capability. The Fire Department continues to work with the Police Department and Public Works Department to provide emergency services. This year the Fire Department provided and trained the Police Department on the proper uses of Narcan, which can be administered by officers in the event of an opioid overdose. This program can already be considered a success because it was used to save two people. Last year, the Fire Department also conducted training with the Police Department on Automated External Defibrillators (AED).



■ Fiscal year 2017-18 was one of worst years in the State of California’s history for natural disasters. The Garden Grove Fire Department was deployed by CalOES 21 times to fight fires and assist with other emergencies across California. These 21 CalOES deployments represent almost 15,000 of Garden Grove personnel hours. All personnel hours are reimbursed by the state.

### **CITIZEN EMERGENCY RESPONSE TEAM (CERT)/EMERGENCY PREPAREDNESS**



The CERT program is a volunteer organization within the Garden Grove Fire department. The mission and purpose of Garden Grove CERT are twofold: 1. To provide Basic Emergency Preparedness Training to people who live and/or work in the City of Garden Grove; and 2. To develop a cadre of trained and willing volunteers to aid Garden Grove’s Professional Emergency Responders in the event of a declared emergency. CERT members are instructed on how to prepare for, respond to, and recover from a disaster.

### **ALTERNATIVE FUNDING**

As with all City departments the Fire Department planned for a 5% budget reduction for the upcoming fiscal year. The expected budget reduction will not have an impact on emergency response service to the community; however, there is an expected impact on administrative services. Despite the budget reduction, administrative staff continues to work hard to provide excellent customer service.

The department continued to search for alternative methods to augment funding for programs and equipment. During FY 2017-18 both private and public grants such as FEMA’s Assistant to Firefighters Grant were pursued. The department sought out and was awarded the following grant opportunities:

Grant Name	Description	Amount
Assistance to Firefighters Grant	Nozzles/Appliances Thermal Imaging Cameras Extrication Equipment iPads	\$308,130
State Homeland Security Emergency Services	Emergency Services Salary Reimbursement	\$27,5269

## FIRE DEPARTMENT FAST FACTS

During 2017 the Fire Department responded to 15,010 calls for service.

	2016	2017
<b><i>Incidents in Jurisdiction</i></b>	<b>13,099</b>	<b>13,195</b>
Fire	356	382
Medical	11,321	11,275
Hazardous Materials	69	80
Other Emergencies	552	563
Service	801	895
<b><i>Incidents outside Jurisdiction</i></b>	<b>1,815</b>	<b>1,815</b>
Fire	255	290
Medical	1,457	1,419
Hazardous Materials	20	22
Other Emergencies	53	58
Service	17	26
Regional Emergencies	13	-
<b>Total Calls for Service</b>	<b>14,914</b>	<b>15,010</b>

## COMPARISON

	5 Year Difference	2013	2014	2015	2016	2017
<b>Incidents in Jurisdiction</b>	<b>+13.28%</b>	<b>11,648</b>	<b>11,162</b>	<b>12,496</b>	<b>13,099</b>	<b>13,195</b>
<b>*Incidents outside Jurisdiction</b>	<b>+158.92%</b>	<b>701</b>	<b>786</b>	<b>2,131</b>	<b>1,815</b>	<b>1,815</b>
<b>Total Calls for Service</b>	<b>+21.54%</b>	<b>12,349</b>	<b>11,948</b>	<b>14,627</b>	<b>14,914</b>	<b>15,010</b>

\*There continues to be inequity between the aid provided to OCFA and aid received by Garden Grove. The City of Garden Grove continues to provide more aid than received despite the use of dispatch business rules established by GGFD. The Garden Grove Fire Department continues to monitor this on a monthly basis, and is working with OCFA to find a solution.



# PUBLIC WORKS



**The mission of the Public Works Department is to preserve and enhance the health, safety, and environment of the community of Garden Grove through a team effort and responsible use of public resources.**

The Public Works Department is responsible for the maintenance and construction of all municipal facilities, equipment, and associated infrastructure: streets, sidewalks, parks, public buildings, street trees, flood control channels, storm drains, traffic signals, City-owned vehicles and equipment, City's water and sewer system, trash, and recycling services.

The significant achievements of FY 2017-18 for the Public Works Department included the following:

## **ANIMAL CARE PROGRAM**

A remodel of a permanent facility at the Municipal Services Center has been completed. This new temporary animal shelter will hold animals that are captured in the field prior to their being transported to the contracted shelter. The facility was designed to include space for the animals as well as offices for staff.



**ANIMAL FIELD STATISTICS  
JULY 2017 – JUNE 2018**

FIELD SERVICE CALL DESCRIPTION	CITY OF GARDEN GROVE		
	DOG	CAT	OTHER
Animal Bite	79	12	
Animal Confined	306	288	67
Animal Dead Pick Up*	81	518	438
Animal Injured	52	90	146
Animal Stray/at Large	394	18	30
Animal Noise Complaint	3	0	0
Animal Sick	5	44	10
Vicious Animal	62	0	0
Live Wildlife	0	0	115
Animal Cruelty	98	16	6

TOTAL SERVICE/FIELD CALLS RECEIVED											
JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
317	301	263	306	217	233	263	212	248	285	283	275

BARKING DOG	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Complaints Received	4	10	2	3	2	3	4	4	3	4	11	4
Hearings	0	0	0	0	0	1	0	0	0	0	2	1
Citations	0	0	0	0	1	0	0	0	0	0	0	0

**WESTMINSTER AVENUE REHABILITATION (BOWEN – EUCLID)**

The City completed the rehabilitation of Westminster Avenue from Bowen Street to Euclid Street. The project also included the following residential segments: Buaro Street, Twintree Avenue, Dorothy Avenue, Coleman Place, and Stanrich Place. Improvements included roadway rehabilitation by full depth reclamation and cement treatment, asphalt paving, cold milling, replacement of PCC sidewalk, curb and gutter, drive approach, cross gutter, bus pads, handicap ramps, and installation of catch basin inlet filters. Measure M2 Fairshare, Gas Tax, CalRecycle, and CDBG grants were used to fund this project.



### **WESTMINSTER AVENUE REHABILITATION (NEWLAND – MAGNOLIA)**

This project was a collaboration between the Cities of Westminster and Garden Grove. The City owns the northerly 10' of pavement plus curb, gutter, and sidewalk on Westminster Avenue, between Newland Street and Magnolia Street. Westminster was the lead on this project and was responsible for all construction activities.



### **MAGNOLIA STREET RECONSTRUCTION (SR 22 FREEWAY – GARDEN GROVE BOULEVARD)**



The Project consisted of roadway rehabilitation by full depth reclamation and cement treatment, asphalt paving, cold milling, replacement of PCC sidewalk, curb and gutter, stamped concrete, drive approach, cross gutter, bus pad, handicap ramps, installation of catch basin inlet filters, storm drain improvements, water main improvements, and installation of irrigation and landscaping. The project also included the closure of Larson Avenue at Magnolia Street.

### **HARBOR BOULEVARD TRAFFIC SIGNAL SYNCHRONIZATION**

This project was a collaboration between the cities of Santa Ana, Fountain Valley, Costa Mesa, and Garden Grove. The City of Santa Ana was the lead applicant in OCTA's Regional Traffic Signal Synchronization Grant Program. The Project included timing implementation and improvements at all traffic signals along Harbor Boulevard, from Chapman Avenue in Garden Grove Boulevard to Newport Boulevard in Costa Mesa. The City of Garden Grove received \$350,000 in improvements and contributed a total of \$88,000 in matching funds. The total project cost, across all jurisdictions, including local matching contribution was \$2.3 million.



### **CHAPMAN AVENUE TRAFFIC SIGNAL SYNCHRONIZATION**



This Project was a collaborative effort between the cities of Garden Grove and Orange and the County of Orange. The City and the other two jurisdictions secured grant funding from OCTA's Regional Traffic Signal Synchronization Grant Program. Garden Grove received approximately \$1.3 million in grant funding, while contributing \$300,000 in matching funds. The Project spanned approximately 14 miles and synchronized 55 traffic signals. It began at Valley View Street in the City of

Garden Grove and terminated at Cliffway Drive in the City of Orange. Improvements also included the upgrade of all traffic signal equipment along the corridor.

## **PRIVATE DEVELOPMENT OF RESIDENTIAL & COMMERCIAL PROJECTS**

The Engineering Division's Land Development staff facilitated the private development of both residential and commercial projects, which include:

- Brookhurst Triangle: Condominium project on 14 acres of land (In-Progress).
- Jamboree Housing: 47 Units of low-income housing and Head Start school at 12741 Main Street (Completed-August 2017).
- Central Avenue: Seven new single-family homes (Completed-June 2017).
- 11th Street: Four new single-family homes (In-Progress).
- Garden Grove LLC: Six new single-family homes (Completed-October 2017).
- Nelson Street: Four new single-family homes (In-Progress).
- Buaro Street Town Homes: 17 attached town homes (In-Progress).
- Shea Homes: 70 Single-Family Detached Residential Units (In-Progress).
- Charter Communication: Data center (In-Progress).
- Village Shopping Center: Shopping Center (In-Progress).
- Kia Dealership: New Garden Grove Kia Dealership on Harbor Boulevard (In-Progress).
- SteelCraft: Restaurant/Dining (In-Progress).
- Dakota Apartments: Triplex-Residential (In-Progress).
- Christ Cathedral: Campus expansion (In-Progress).
- Lampson Town Homes: 9-Unit, two story (In-Progress).
- Trask Apartments: Triplex-Residential (In-Progress).
- Westminster Medical Building: Medical Office Building (In-Progress).
- Valley View Gas Station: New Gas Station/Food Mart/Carwash (Completed-October 2018).
- Fire Station #6: New Fire Station (In-Progress).
- House Food: New Warehouse/food factory (In-Progress).

## **STREET MAINTENANCE**

As part of the Pavement Management Program, an On-Call Recycled Asphalt Pavement (RAP) slurry sealing project encompassing 2.2 million sq. ft. was completed on various residential and collector streets. This has proven to be a cost-effective preservation treatment that extends the life of existing asphalt while sealing it from the harmful effects of water penetration, excessive heat, and infra-red rays of the sun, which all contribute to the degradation of the asphalt pavement. Slurry preparations include the following:

- Removing and replacing 2,154 tons of full-depth sections of street.
- 2.2 million sq. ft. of crack sealing utilizing 13,500 pounds of crack sealant material.



- Numerous asphalt patching and grinding on various streets where irregularities impacting “drivability” previously existed.
- Removing and replacing 3,313 linear feet of concrete curb and gutter; 1,212 sq.ft. of sidewalks; 1,370 sq. ft. of driveway aprons.

**FACILITIES IMPROVEMENTS**

- Staff completed the kitchen remodel, painting, and LED retrofit at the Police Department’s Communications work station.
- Staff completed the remodel of the pool restrooms at Magnolia Park to meet ADA standards.
- Upgrades to the Energy Management System’s software and controls at the Community Meeting Center and Senior Center are complete. This upgrade will improve energy efficiency and lower energy costs.
- Staff completed the splitting of the water system at the GEM Theater to eliminate cross connection between the fire sprinkler system and domestic water supply.

**PARK IMPROVEMENTS**

- The light poles at City park sites are over 50 years old and have non-concrete bases, which make these poles more susceptible to corrosive damage from water deterioration and threaten the structural integrity. Light poles have been replaced at Pioneer Park, Village Green Park, Westhaven Park, and Westgrove Park. These new light poles are energy efficient and have concrete bases.



- Garden Grove Dog Park was renovated. This project included new fencing and signage, a complete turf renovation, installation of new public benches, dog waste enclosures, newly painted fire hydrants, and a drinking fountain for owners and pets.

- The Atlantis Play Center picnic shelter was replaced with a supportive metal panel pitched roof structure. LED lights and cameras were also installed during this project.



**DROUGHT UPDATE**

In September 2016, the City transitioned from a Stage 2 – Mandatory Conservation level to a Stage 1 - Voluntary Conservation level. The Governor declared an end to the state's drought emergency in April 2017, but will keep prohibitions on water wasting practices, such as water runoff and watering during or after rainfall in place.

## SEWER SYSTEM IMPROVEMENTS

As part of the State regulated Sewer System Management Plan, the following design of sewer improvements were completed:

### Design

- **Priority Sewer Improvement Project 105:** This project involves replacement of approximately 850 linear feet of pipeline and five manholes. The project will relieve sewer capacity deficiencies along Orangewood Avenue from Western Avenue to 850 feet west of Western Avenue.
- **GGSD 2017 Sewer System Rehabilitation Phase I:** Phase I of this project covers approximately 300,000 linear feet of the District's sewer system generally within the central part of the service area. The consultant completed CCTV inspection, review, and evaluation of the District's sewer system for current condition. Recommendations of sewer repair and rehabilitation projects were provided.

## PUBLIC OUTREACH

■ In 2014, the City formed a partnership with the Discovery Cube, formerly named Discovery Science Center, in an Eco Challenge School Program developed to help educate students on the importance of recycling. This program involves a lecture, take-home activities, and a visit to an interactive exhibit at the Discovery Cube. Approximately 1,280 fifth and sixth grade students from the Garden Grove Unified School District participated in this program during this fiscal year. This program helps fulfill the educational component for the State's goal for diverting waste from the landfills.



own distribution system and transporting water from a "reservoir" to a "house." The objective of the presentation was to help students understand where their faucet water comes from and how the City provides that water.

■ In March 2018, staff gave educational presentations on the water distribution system to over 350 elementary school students at a two-day event for the Orange County Water District Children's Water Education Festival. The students had the opportunity to relay race against each other in building their



**GRANT APPLICATIONS & AWARDS**

- The City submitted a grant application requesting \$310,000 from the Federal Highway Safety Improvement Program for the installation of a new traffic signal at the intersection of Trask Avenue and Roxey Drive.
- The City submitted a grant application requesting \$310,000 from the Federal Highway Safety Improvement Program for the installation of protected left-turn phasing, in all directions, at the intersection of Trask Avenue and Newland Street.
- The City submitted a grant application requesting \$250,000 from the Federal Highway Safety Improvement Program for the installation of 42 speed radar feedback signs at 21 school pedestrian locations throughout the City.
- The City submitted an application to the Department of Resources, Recycling and Recovery (CalRecycle) requesting \$21,000 for the use of rubberized asphalt concrete for the rehabilitation of Garden Grove Boulevard (Brookhurst – Nelson), Euclid Street (Lampson – Chapman) and Woodbury Road.
- The City received approximately \$40,000 in state funding to form a partnership with the Orange County Conservation Corps (OCCC) to provide beverage container recycling and litter abatement at various City park sites and facilities. OCCC also provides assistance in public works related maintenance services, such as tree trimming, mowing, edging, and minor construction projects.
- The City received approximately \$45,000 in state funding for a Used Oil Recycling Program. This program has established State Certified Used Oil Collection Centers throughout the City, a Residential Used Oil Curbside Collection Program, and a public education campaign. The goal is to keep used motor oil out of the waste stream, storm drains and groundwater by building public awareness of the proper and legal disposal of used oil.
- The City received approximately \$75,000 in federal funding from FEMA’s Hazard Mitigation Grant Program to develop and adopt pre-disaster mitigation plans. These plans identify all hazards and outline specific mitigation measures needed in order to protect the City’s infrastructure, public health and safety resulting from a natural or man-made disaster.



**PUBLIC WORKS FAST FACTS**

	<b>2017</b>	<b>2018</b>	<b>%</b>
Department Work Orders Completed	18,547	16,051	-13%
Graffiti-Related Work Orders Completed	5,488	4,626	-16%
Sewer Main Lines Cleaned (Million Linear Feet)	0.25	0.55	1%
Parking Citations	27,127	33,797	25%



# COMMUNITY AND ECONOMIC DEVELOPMENT



**The mission of the Community and Economic Development Department is to provide quality services through creativity and collaboration.**

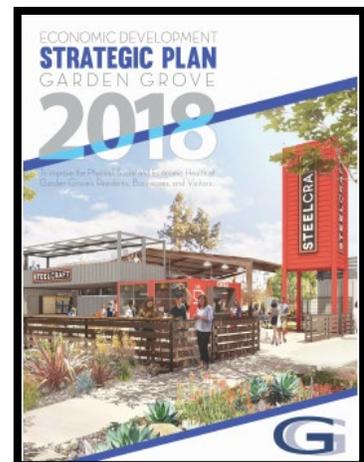
The Community and Economic Development Department offers a broad spectrum of services to the community. The Department administers the City's General Plan, as well as the City's zoning and building regulations, to ensure the orderly physical growth of the community. There are four divisions in the Department that include: the Planning Services Division comprised of advance and current Planning; Building & Safety Division consisting of plan check services, permit counter, building inspections, and building abatement; Office of Economic Development; and Neighborhood Improvement and Code Enforcement. The Department also oversees the Community Development Block Grant program.

The significant achievements of FY 2017-18 for the Community and Economic Development Department included the following:

## **OFFICE OF ECONOMIC DEVELOPMENT**

In October 2018, City Council received the 2018 Economic Development Strategic Plan (EDSP). The EDSP is a baseline assessment of existing conditions that drive economic investment and outline strategic recommendations to address the community's economic issues and opportunities. The 2018 EDSP identifies six economic development goals to be addressed over the next three years. This plan will be evaluated annually.

- GOAL 1: Enhancement of Job Opportunities
- GOAL 2: Leverage Creative Funding and Financing Tools



- GOAL 3: Expand and Preserve Locally Generated Tax Revenue
- GOAL 4: Promote tourism development initiatives and provide direct support for the development of the Grove District-Anaheim Resort
- GOAL 5: Community-Based Economic Development
- GOAL 6: Housing Opportunity and Investment

**13650 Harbor Boulevard**

The City approved the sale of the City-owned real property consisting of approximately 1.45 acres located at 13650 Harbor Blvd. The developer, BN Group, will develop the site into a 124-room Home2 Suites by Hilton. Construction is expected to start in the first quarter of 2019.



**12361 Chapman Avenue**

The City of Garden Grove, as Successor Agency, approved an Agreement between Investel Harbor Resorts, LLC and the City for the sale of a property at 12361 Chapman Avenue at a fair market value of \$1.1 million. The property consists of a vacant 10,883 square foot restaurant/banquet hall on a 0.48-acre site adjacent to the Hyatt Regency Orange County.



The property consists of a vacant 10,883 square foot restaurant/banquet hall on a 0.48-acre site adjacent to the Hyatt Regency Orange County. The buyer will have completed remodeling and renovation of their new restaurant concept, NOVA, by the first quarter of 2019.

**Kam Sang Company - Nickelodeon Resort**

In May 2018, City Council approved the second Amendment to the Exclusive Negotiation Agreement (ENA) between the City and New Age Garden Grove, LLC for the development of 10 acres of real property. The developer has proposed a Nickelodeon Resort comprising of a 560-room resort hotel and amenities. In addition, the developer and City are working on the draft version of the Disposition and Development Agreement.



**Garden Grove Tourism Improvement District (GGTID)**

In June 2018, the City approved the annual report for the Garden Grove Tourism Improvement District (GGTID). This year's GGTID budget included a component for a community give-back which included non-profits such as the Boys & Girls Club, the Orange County Food Bank, The Hope Foundation, and the Garden Grove Community Foundation.

### **Site C Project**

The Planning Commission approved this project at the November 2017 meeting to implement a resort hotel development project known as Site C, which includes up to 769 rooms, amenities, up to 104,000 square feet of conference/meeting banquet space, and a parking garage. Upon completion, it is anticipated the project will generate approximately \$3.8 to \$4.9 million in additional annual tax revenue to the City. The project is anticipated to start construction in the second quarter of 2019.

### **Cottage Industries (Re:Imagine Downtown)**

In May 2016, the City approved the sale of City-owned land to Lab Holdings. Lab Holdings is repositioning single family homes as commercial businesses and invigorating outdoor activities for the Cottage Industries project. The City has amended the Zoning (CC-1 Mixed Use) to allow this development located in the neighborhoods south of Acacia Parkway, north of Garden Grove Boulevard, west of Ninth Street, and east of Civic Center Boulevard. The first phase of Cottage Industries known as Farm Block will open in the summer of 2019.

### **Brookhurst Place**



Located in the Korean Business District, Brookhurst Place is bound by Brookhurst Street, Brookhurst Way, and Garden Grove Boulevard. Phase I of II consists of 180 for-lease apartment homes. Phase II has 462 apartment homes, of which up to 120 will be affordable housing units, 58 for-sale condominiums, up to 200,000 square-feet of commercial and retail

space, and a 100-key hotel. The completed 14-acre community will include 700 new residential units and a 1-acre park. Phase I opened in the summer of 2018.

### **KIA Relocation**

In October 2017, the City Council approved an Operating Covenants and Restrictive Covenants Agreement with Garden Grove Automotive for the Kia Dealership to be relocated from its existing Garden Grove KIA location at 10081 Garden Grove Boulevard to the proposed new location at 13731 Harbor Boulevard. Completion is anticipated for the first quarter of 2019 when the dealership will open for business.



### **SteelCraft Garden Grove (Re:Imagine Downtown)**

On June 13, 2017, City Council approved a lease with Howard CDM for the development of SteelCraft, a unique venture that ties together open spaces and public places to create a sustainable indoor/outdoor urban eatery built primarily out of recycled metal shipping containers. The site is located on the southwest side of City Hall at 12900 Euclid Street, and anticipates opening second quarter of 2019.



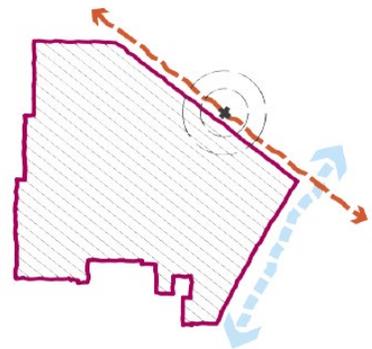
### **Garden Brook Senior Village**

AMG & Associates is developing the Garden Brook Senior Village located at Garden Grove Boulevard and Brookhurst Street. Garden Brook Senior Village is an affordable housing project with 394 senior units with up to 12,938 square feet of commercial space. This development is between the City of Garden Grove, AMG & Associates, the

Hoag Foundation, and the Boys and Girls Club of Garden Grove (BGCGG).

### **Willowick Golf Course**

In April 2018 the Garden Grove City Council approved an Agreement between the City of Santa Ana and City of Garden Grove to implement the exploration of the redevelopment of the Willowick Golf Course property located in the city of Santa Ana. This Agreement provided for both cities to retain independent consultants to help create a vision of future development, conduct community outreach, and determine the economic framework for land residual value of the property. Hatch was selected as the economic advisory consultant; SWA Architects was selected as the community facilitator.



### **Garden Grove Ambassador Business Retention Bureau Contract**

On July 1, 2017, the City entered into an agreement with the Garden Grove Chamber of Commerce to provide services as part of the Ambassador Business Retention Bureau (ABRB) program. Over 25 meetings were held with new businesses that were looking to expand in Garden Grove.

### **International Council of Shopping Centers**

On May 20–23, 2018, the Office of Economic Development exhibited at the Public Private Partnership (P3) Pavilion at ICSC RECon. The team focused extensive efforts toward business attraction and expansion opportunities, along with pre-scheduled meetings with investors, developers, and brokers seeking development opportunities in Garden Grove. One of the business retention priorities is to maintain established relationships with local stakeholders. As with prior years, there continues to be strong interest from retailers, restaurants, and hoteliers to locate in Garden Grove.

### **Broker Outreach Program**

The Broker Outreach Program is a direct marketing initiative in which the Economic Development team visits a series of local brokerage firms to highlight development activity in Garden Grove. It provides a forum that fosters open lines of communication with brokers who are on the frontline for businesses desiring to expand or relocate, or for new start-ups. Several Broker Outreach meetings took place in April and May 2018 with active brokers doing business in Garden Grove including: Newmark Knight Frank, Marcus & Millichap, and Voit Commercial.

### **Small Business Development Center (SBDC) Workshop Series**

In conjunction with several local Chambers of Commerce and SBDC Orange County, the department planned a series of quarterly workshops to provide small business entrepreneurs with resources and tools to enhance their business. Provided below is a list of recent SBDC workshops:

<b>Date</b>	<b>Time</b>	<b>Topic</b>
Aug 30, 2017	6:00-8:30pm	Legal Do's & Don'ts for Businesses
Sep 13, 2017	6:00-8:30pm	Small Business Jump Start
Sep 27, 2018	6:00-8:30pm	The Art & Science of Creating A Successful Business Plan
Feb 7, 2018	6:00-8:30pm	Legal Do's & Don'ts for Businesses
Feb 21, 2018	9:30-11:00am	Google Viewing Party - Live stream Open for Business
Apr 10, 2018	6:00-8:30pm	Small Business Jump Start
Apr 27, 2018	6:00-8:30pm	The Art & Science of Creating A Successful Business Plan

### **Service Corps of Retired Executives (SCORE) Workshops Series**

The Office of Economic Development has continued to partner with SCORE, a nonprofit association, to sponsor quarterly workshops dedicated to assisting small businesses in planning a new business, marketing and sales, and finance. Recent SCORE Workshops included the following:

<b>Date</b>	<b>Time</b>	<b>Topic</b>
September 12, 2017	6:00- 9:00 pm	Introduction to QuickBooks Desktop
November 28, 2017	6:00- 9:00 pm	An EZ Trip Through Your Financial Statements
February 13, 2018	6:00- 9:00 pm	Hiring Made Easy
April 10, 2018	6:00- 9:00 pm	Preparing To Lease Space For Your Business
June 12, 2018	6:00- 9:00 pm	Money From Home! 10 EZ Steps to Starting a Home Based Business

### **Industrial Development Authority (IDA)**

In December 2017, the City of Garden Grove approved the Garden Grove IDA annual report. Under the State of California guidelines, the IDA acts as the official local coordinating body for low-cost development bonds for industrial companies seeking expansion. The IDA's role is to assist industrial-related businesses by facilitating their request for tax-exempt Industrial Development Bonds.

### **International Trade – Trade Connect Introductory Workshop**

In partnership with the Port of Los Angeles, the City hosted a Trade Connect Introductory Workshop followed by a networking reception in April 2018. The workshop covered the fundamentals of identifying markets, financing and insuring overseas sales, documentation and logistics, sea and air cargo services, and services of DEC, CITD, STEP, SBDC, WIT, SCORE, LACBFFA, and Export Tech.

### **Multi-Chamber Collaboration**

The City is collaborating with the Garden Grove Chamber, Orange County Vietnamese Chamber, Korean American Chamber of Orange County, and Orange County Hispanic Chamber to build more established relationships and work in partnership to better assist all businesses across the City.

## **GO-Biz Workshops**

The City continues to partner with the Governor's Office of Business and Economic Development to promote GO-Biz, a program designed to help businesses apply for the California Competes Tax Credit, which offers tax credits to businesses adding jobs in California.

## **Garden Grove Small Business Loan Program**

The City of Garden Grove has established a Small Business Loan Program designed to stimulate economic growth and create jobs that will improve the living conditions of residents in the community. The program provides financing of up to \$25,000 to eligible small businesses. On June 15th, 2018 the City of Garden Grove, along with its partners Orange County and Inland Empire Small Business Development Center (SBDC), held the Grand Opening of Tam's Restaurant. The owner of Tam's Restaurant took advantage of the new Garden Grove Small Business Loan Program.



## **Buy in Garden Grove Program**

Buy in Garden Grove is the City's "Shop Local" program designed to support local businesses, provide shopper discounts, and keep needed tax dollars in the city. The City is revising the program to include the new car Automobile Dealership as well as include Grove District hotels for the staycation 2019 program.

## **Economic Development Administration (EDA) Grant**

The City of Garden Grove is submitting an application for the Economic Development Administration (EDA) Grant. The EDA Grant will focus on enhancing public infrastructure along the city boundaries from north to south of Harbor Boulevard. The proposed project includes construction of public infrastructure improvements, which includes roads, new traffic signals, median improvements, and lighting.

## **NEIGHBORHOOD IMPROVEMENT**

The Neighborhood Improvement division oversees the Emergency Solutions Grant (ESG) program, which provides homeless prevention and intervention services, and the Community Development Block Grant (CDBG) program, which offers a variety of tools for public service grants and community improvement grants and projects. ESG and CDBG programs are funded by the U.S. Department of Housing and Urban Development (HUD).

ESG Program funded the following organizations:

- Thomas House (\$27,166) provided shelter and resources to 24 individuals from formerly homeless families in service-enriched transitional housing apartments.
- Interval House (\$83,802) provided support services, homeless prevention, and rapid re-housing to 88 victims of domestic violence.

- Mercy House (\$17,500) provided emergency and temporary shelter, food, hygiene, and other services to 72 homeless individuals.
- Illumination Foundation (\$7,658) provided basic needs support to 40 unsheltered individuals in Garden Grove through street outreach activities and connected them with valuable programs and services.
- City Net (\$14,698) served 63 Garden Grove homeless individuals through 10 street outreach events and connected them with emergency shelter, housing, and critical services.



CDBG funded the following organizations:

- Fair Housing Foundation (FHF) (\$34,932) to fulfill, in part, the City's commitment to affirmatively further fair housing. FHF assisted 9,803 individuals through the following actions:
  - Held Agency Meetings at various locations throughout the City
  - Distributed literature at various locations throughout the City (including flyers and press releases).
  - Responded to inquiries regarding general housing issues. In addition, FHF screens, inputs data, counsels, pursues habitability cases, provides unlawful detainer assistance, conducts mediations, and provides appropriate referrals.
  - Responded to inquiries regarding discrimination, complaints, screening, and counseling.
- Community SeniorServ, Inc. (\$20,000) served 206 Garden Grove seniors through daily hot lunches at the Senior Center and other congregate dining, as well as daily home-delivered meals.
- H. Louis Lake Senior Center (\$159,759) assisted the City in enhancing services and providing meals to 545 unduplicated seniors. The Center also offered a lunch program that provided approximately 60 meals per day (Monday-Friday).
- City of Garden Grove Gang Unit (\$109,984) improved neighborhood safety through gang violence prevention and intervention in defined CDBG areas:
  - Made 272 gang related arrests
  - Conducted 368 probation/parole checks
  - Completed 512 Field Interview cards
  - Performed 301 café/cyber café checks
  - Contacted 1,220 Garden Grove residents during outreach events
- Senior Home Improvement Grant (\$149,000) provided 30 grants to income-eligible senior citizen homeowners to make much-needed repairs to their homes.
- Small Business Assistance Loan Program (\$25,000) provided one loan to a Garden Grove business in exchange for hiring three low-income Garden Grove residents as full-time employees.

### **Tenant Based Rental Assistance Program**

The Tenant Based Rental Assistance program provided funding for four families who were residing in the Civic Center properties that will be developed into the Cottage Industries Project. All four families have been transitioned to permanent Section 8 vouchers.

### **Sycamore Court**

In June 2017, the City entered into an Affordable Housing Agreement with Mariman and Company for the acquisition and rehabilitation of a 78-unit apartment complex, Sycamore Court, located at 10632 Bolsa Ave. The City approved a loan to the developer in the amount of \$1.2M in Federal HOME funds in exchange for 77-units of affordable housing, seven of which are designated as HOME units. The Sycamore Court project was completed in December 2017 and adds an additional 77 units of affordable housing to the City's inventory.



### **Sungrove Senior Apartments**

In June 2018, the City entered into negotiations with Highridge Costa Housing Partners to assist in the financing of the rehabilitation of an 82-unit apartment complex for low-income seniors located at 12811 Garden Grove Blvd. The City is considering loaning the developer HOME funds to substantially rehabilitate the property and greatly increase services provided to the residents. If approved, rehabilitation would begin in Spring of 2019.



**BUILDING & SAFETY**

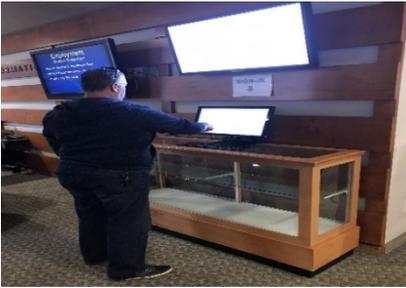
**Code Enforcement**

The Code Enforcement Unit has transitioned to the Building and Safety Division. The new focus is a commitment to educating residents and providing a service that works to maintain and increase the value of the neighborhoods. With upgraded technology and a new proactive approach to enforcement, Code Enforcement will play a big part in improving the quality of life for the residents in the community.

During FY 2017-18, Code Enforcement handled 3,847 cases pertaining to property maintenance issues. During that period, the top three violations matched those of the previous year: Storage of debris; Residential overgrown vegetation, weeds, and mowing; and Parking on unpaved surfaces.

Top 3 Violations	Percentage
1. Storage of Debris	<b>33.9%</b>
2. Residential Overgrown Vegetation, Weeds and Mowing	<b>20.8%</b>
3. Parking on an Unpaved Surface	<b>12.0%</b>
4. Other	<b>33.3%</b>

Year	Proactive	Reactive	Total Cases
<b>2016</b>	2092	1160	3252
<b>2017</b>	2476	1194	3670
<b>2018</b>	2528	1319	3847



**Building Permits & Inspections:**

For FY 2017-18, the Building & Safety Division issued a total of 3,617 building permits. With the implementation of the front counter kiosk, the division has reduced the wait time for processing.

**SteelCraft**

Construction on a commercial multi-tenant food establishment is now underway. This two-story, 15-plus unit development is constructed from re-purposed shipping containers. The construction crews have completed the foundation and are currently working on the underground utilities.



### Brookhurst Triangle

Construction of the Brookhurst Triangle Housing Project (Phase I), located at 12801 Brookhurst Street, is now complete. Phase I of the development consist of a main apartment structure and community building. The Developer has now obtained the Certificate of Occupancy.



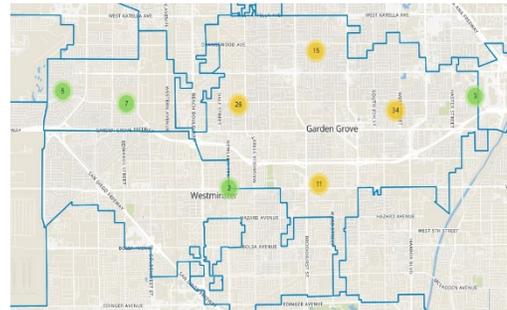
### Christ Cathedral

Christ Cathedral began construction on a \$45 million remodel and anticipated completion is by late spring 2019. All structural work is complete and they have begun the finish work for the project.



### Building Inspections

■ The Building & Safety Division had a large increase in inspections due to the implementation of the Accessory Dwelling Unit (ADU) program. Along with these smaller projects, several large scale projects are now underway, including projects like nine-unit and 16-unit residential projects and SteelCraft.



■ The City’s Building Inspectors have responded to a total of 12,698 inspection requests, averaging 260 inspections a week for three inspectors. The inspectors are now equipped with tablets to assist them with organizing their routes.

## Building Abatement

Building Abatement opened 522 new cases and closed 616, some of which were pending from the previous year. Building Abatement has been involved in a large



number of commercial and industrial properties due to the closing down of several illegal facilities. Efforts have been made to address high hazard violations to prevent substandard related incidents.

## PLANNING SERVICES

### Some Key Developments (Commercial & Residential)

Address	Project Description
7421 Orangewood Ave.	Approval to construct a 36,763 square foot addition between two existing industrial buildings to expand the House foods manufacturing business.
11831 Trask Ave.	Approval to consolidate two properties to construct a single-family home.
12671 9 <sup>th</sup> St.	Approval to demolish three existing one-story apartments and to construct four, two-story apartments.
13200-13220 Harbor Blvd.	Approval of a one-year time extension for a previous approval to construct a 4,954 square foot commercial pad building within the parking lot of an existing shopping center.
10691 Westminster Ave.	Approval to construct a new 3,000 square foot, one-story building to operate as a retail meat market on a vacant 13,259 square foot lot.
13200-13220 Harbor Blvd.	Approval to construct a 4,954 square foot commercial pad building within an existing multi-tenant shopping center.
10080 Garden Grove Blvd.	Approval to modify the original approvals for a steel structure to construct a 394 unit affordable senior housing project with approximately 16,000 square feet of commercial space.
12891 Main St.	Approval to construct a nine unit residential/commercial mixed-use project with one affordable unit.
13280 Chapman Ave.	Approval to expand an existing cemetery for Christ Cathedral.
12931-41 9 <sup>th</sup> St./ 11421-6161 Garden Grove Blvd./ 12932-42 8 <sup>th</sup> St./ 12951 7 <sup>th</sup> St./ 11301 Garden Grove Blvd.	Approval to convert existing homes and accessory structures into commercial uses and associated parking lots for Cottage Industries.
12900 Euclid St.	Approval to construct a food-focused 9,532 square foot development built out of shipping containers for SteelCraft.
12412 Magnolia St.	Approval to subdivide property to construct two single-family homes.
12111 Buaro St.	Approval to construct 17 attached two- and three-story townhouse units within two buildings.
9841 11 <sup>th</sup> St.	Request to develop 10-unit apartment complex with three affordable units.
11561 Mac St.	Approval to allow a fifth bathroom as part of an approval to construct a new single-family home.

## Some Key Conditional Use Permits / Land Use Entitlements

Address	Project Description
11277 Garden Grove Blvd.	Approval to operate a 9,943 square foot adult education institute for 58 students and 17 employees/instructors.
11277 Garden Grove Blvd.	Approval to operate a 2,293 square foot adult education institute for 21 students and 12 employees/instructors.
12942 Galway St.	Approval to operate a 1,500 square foot ambulance service business.
10566 Garden Grove Blvd.	Approval to operate a 1,542 square foot massage establishment.
12072 Knott St. #A	Approval to increase the number of occupants from 45 to 79 for an existing 2,400 square foot tutoring facility.
12821 Knott St.	Approval to construct a 50 ft. tall V-shaped, on-premise freeway-oriented electronic reader board sign.
10611 Acacia Ave.	Approval to operate a tea, milk and chicken manufacturing business.

## RE:IMAGINE DOWNTOWN INITIATIVE

The Planning Division continues its efforts to bring together the community, identify a sense of place and ownership, and improve Garden Grove's Downtown through the Re:Imagine Downtown initiative.



## Downtown Parking Management Strategic Plan



In May 2017, the City selected the consulting firm Fehr & Peers to begin an in-depth review of parking in the downtown area and to prepare a Downtown Parking Management Strategic Plan. The firm collected parking counts of the downtown area on Tuesday, June 13<sup>th</sup> and Friday, June 16<sup>th</sup>, 2017. The consultant launched an on-line parking survey, which was circulated in November 2017. Staff formed an Advisory Committee, which

continues to meet to discuss recommendations for Parking Management Strategies for the future. The Draft report is anticipated to be completed in December 2018.

## Public Art

Multi-colored Adirondack chairs were introduced around Civic Center Park in connection with the AHOC Active Transportation Forum. For Open Streets 2017, two giant Adirondack chairs built by the Southwest Carpenter's Training Fund were installed at Civic Center Park. These chairs were inspired by Melodee Hoorcheke, a resident of Garden Grove and breast cancer survivor who had built a giant Adirondack chair in her front yard to commemorate her success in overcoming cancer.





### **OCTA Grant Bike Corridor Improvement Plan (BCIP)**

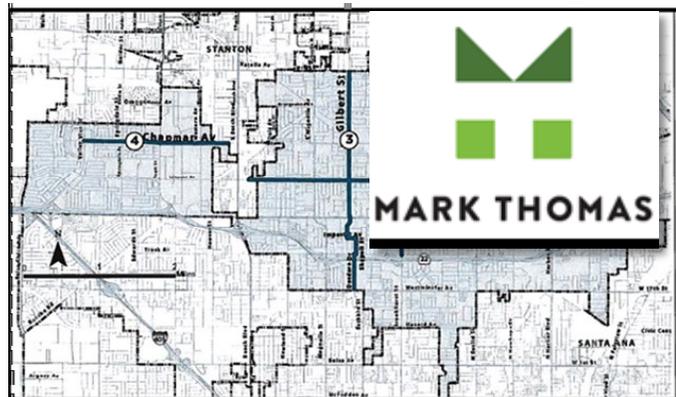
In 2016, a BCIP application was submitted requesting \$1.2 million of grant funds to improve the bicycle infrastructure with 14.76 miles of new bikeways. The City received a statewide grant award under Active Transportation Program Cycle 1, OCTA Bicycle Corridor Improvement Program (BCIP) funding. The project scope includes the design and construction of new bikeways and improvements to existing underutilized bikeways. The City selected a network of five high-priority streets located within the public right-of-way (ROW):

#### North – South Corridors

1. Brookhurst Street, between Katella Avenue and Trask Avenue
2. West Street, between City Limit and Garden Grove Boulevard
3. Gilbert Street, Corridor between Katella Avenue and Westminster Avenue

#### East – West Corridors

4. Chapman Avenue, between Valley View and City Limit
5. Lampson Avenue, between City Limit and Haster Street



An RFP was released in May 2018 for the Engineering Design Services; the consultant MARK THOMAS & COMPANY, INC. was selected. The design phase is expected to be completed by second quarter 2019 and the construction phase by 2020.

### **Bike and Pedestrian Master Plan (BPMP) Active Streets**

In 2015, Alta Planning & Design was chosen by the City to develop a Bike and Pedestrian Master Plan (BPMP). The first draft was available to the public for viewing in June 2016. Comments for the second draft were made open during Open Streets 3 in 2017. An RFP was released in Summer 2017 for the environmental review of the BPMP; the consultant Blodgett Baylosis Environmental Planning worked on the environmental document, which was approved Summer 2018. The final Bike and Pedestrian Plan was presented to Planning Commission and approved by City Council in Fall 2018.

## Regional Active Transportation Forum (Alliance For a Healthy Orange County)

In September 2017, the Alliance for a Healthy Orange County (AHOC) held the Regional Active Transportation Forum hosted by the City of Santa Ana. This forum brought advocates, practitioners, and policy makers to chart the progress and future of Active Transportation in Orange County. Garden Grove's City Manager, Scott Stiles, participated in the forum. The theme of the forum was "Smarter, Sustainable and Connected Communities: Moving Orange County Forward with ONE Voice."



## SCAG Sustainable Planning Grant (Safe Routes to School)

The City applied for a planning grant through SCAG and was awarded a 2016 Sustainability Planning Grant Award for the Garden Grove Safe Routes to School: Phase I Plan, in the amount of \$160,000. The City partnered with the Garden Grove Unified School District (GGUSD) and selected six primary target schools to be included in the Project Area: Brookhurst Elementary, Cook Elementary, Hill Elementary, Murdy Elementary, Paine Elementary, and Jordan Intermediate.

AJ Cook Elementary and Donald S. Jordan Intermediate hosted a community event in January 2018. The two schools demonstrated future bicycle and pedestrian

**Re-Imagine Garden Grove & The Safe Routes to School Team invite YOU to**

# MAKE COOK & JORDAN SAFER DAY

**STARRING:**  
Cook Elementary & Jordan Intermediate Schools

Wednesday, January 24, 2018  
1:45 pm to 3:15 pm

Join us for a fun **COMMUNITY EVENT** with new Safety Improvements and Pop-up Demonstrations featuring future plans to make it easier and safer for students to walk and bike to school. The City and the Garden Grove Unified School District are partnering to help six schools through the "Safe Routes to School Program". Cook Elementary and Jordan Intermediate are the first two schools.

A. J. Cook Elementary School  
5802 Woodbury Ave, Garden Grove, CA 92644

**The City of Garden Grove invites you to:**

### Safe Routes to School Community Workshop:

Brookhurst Elementary

Interested in making your streets around the school safer? Join the Safe Routes to School team to give your ideas on how the City can help your Garden Grove. We're working on a Safe Routes to School (SRTS) plan that will make it easier and safer for students to walk and bike to school. Your ideas and opinions will make a difference!

There will be activities for the kids. Wear comfortable walking shoes.

Wednesday, February 28, 2018  
2:00PM - 4:30PM

Brookhurst Elementary School  
Multipurpose Room 9409  
9821 William Dalton Way  
Garden Grove, CA 92642

For more information call (562) 261-9820 or email us at [GardenGroveSRTS@cityofgarden Grove.com](mailto:GardenGroveSRTS@cityofgarden Grove.com)

If you cannot join us, scan the QR code or visit <https://tinyurl.com/GGCRK15> to fill an electronic survey.

infrastructure improvements, and the Police Department's Accident Reduction Team educated students on the importance of following traffic safety rules. The City's Public Works Department installed additional pedestrian safety signs, school crosswalks, "Slow School Xing" and "Keep Clear" pavement markings, and red curbs at various locations to improve sight distance, and signs restricting on-street parking near both schools.

## GG Amphitheater new agreement with LFA Group, LLC

In February 2017, the City approved a new facility usage agreement between LFA Group, LLC and the Garden Amp, formerly known as the Strawberry Bowl Festival Amphitheater. The agreement was approved by City Council for a 10-year lease. LFA



agreed to invest a minimum of \$125,000 to improve and update the facility over four years. In addition to providing capital improvements, LFA improved lighting and sound equipment in the Amphitheater. LFA books live entertainment (indie bands, comedy, and theater), corporate meetings/seminars, and special events (holiday, non-profit, and private) at the Amphitheater.

In August 2017, KLOS, in collaboration with LFA, presented the first annual two-day High and Mighty Festival at Village Green Park. Part of the programming included performances from Sublime with Rome and The Dirty Heads. In addition to providing improvements to

the facility, LFA plans to obtain an alcohol license, which will further support the amphitheater’s operation.



### Conservation Element and Energy Resources

Conservation of energy resources through community design and innovated building systems captures efficient technologies such as cogeneration, solar heating, and use of photovoltaic systems.

The idea was built from the “RE:Imagine Initiative,” which created *branding* for our Downtown area using decorative fixtures to identify the area and promote “place-making”. Suggestions from City stakeholders included lighting as a way to connect all of the landmarks in the Downtown Boundary Area and to encourage the community and visitors to come out at night to enjoy events.



The Community and Economic Development Department released an RFP in May 2018 to hire a professional Architectural Lighting Consultant to develop a comprehensive Downtown Garden Grove Lighting Conceptual Master Plan.

The consultant Lighting Design Alliance (LDA), Inc. was awarded the contract and staff is working with the Information Technology Department to inventory and map out the existing globe lighting and city-owned street lights.



## COMMUNITY SERVICES

**Parks  
Make  
Life  
Better!**

**The mission of the Community Services Department is "Creating and Celebrating a Healthy and Vibrant Community".**

The Community Services Department is comprised of two divisions, Recreation and Human Services and the Office of Community Relations, along with one non-profit foundation, the Garden Grove Community Foundation (GGCF).

### **RECREATION AND HUMAN SERVICES**

Programs include activities at the Buena Clinton Youth and Family Center, Community Meeting Center, Courtyard Center, H. Louis Lake Senior Center, Magnolia Park Family Resource Center, as well as park facilities, Park Patrol, Special Events, and Recreation, which includes contract classes, Aquatics, Day Camp, preschool programming, and youth sports.

The division also provides administrative support for the Garden Grove Community Foundation (GGCF), founded as a 501(c)(3) non-profit organization, to create an enhanced, more progressive image of Garden Grove regionally, while showcasing the community's unique features, diversity, and economic vitality.

### **OFFICE OF COMMUNITY RELATIONS**

This office is comprised of the City's Public Information Office and Garden Grove TV3 (GGTV3) government access cable channel. All press-related functions, promotional campaigns, City publications, social media, website content, Garden Grove Mobile App, and PR events originate from the Public Information Office.



The office also provides written materials, presentation items, and event support to the Mayor and the City Council. GGTV3's Emmy Award-winning video productions, including live-stream coverage of all City Council meetings, play a vital role in delivering well-rounded communication between the City and local, regional, and national audiences.

## **RECREATION**

### **Sports and Recreation Center**

This recreational site is home to all of the basketball league games played by youth ages 4-14. The Center generated over \$40,000 in revenue through the Youth Drop-In, Basketball and Badminton Drop-In, Adult Basketball and Volleyball Leagues, and Korean Senior Badminton.

### **Aquatics**

One of the most popular recreational activities offered are swim lessons during the spring and throughout the summer at three park pools – Gary Hall, Magnolia and Woodbury. Revenue for FY 2017-18 totaled \$165,000. Recreational Swim open to the public brought in over \$8,500 in revenue.

### **Youth Basketball**

Local youth, ages 4-14, enjoyed basketball during the winter and summer seasons. The program attracted over 700 participants.

### **Contract Classes**

For this fiscal year, contract classes generated \$69,552, an 11% increase from the previous year. Community Services offered over 300 classes to the community, such as cartooning for kids, Karate, and dog obedience. This year, the department also added new classes, like computer coding for kids, art academy camp, and hockey clinics. Classes served over 1,000 participants from our community.

### **Atlantis Play Center**

This iconic landmark has been dubbed "one of the few remaining fantastically-themed vintage parks." The Play Center is home to highly-photographed features like the dragon slide, blue whale, and waterfall lagoon, along with a life-size King Neptune pavilion and splash pad. For its golden anniversary in 2013, Atlantis Play Center commissioned a permanent, handcrafted mosaic mural, which showcases these cherished attractions. Lastly, a brand new shade structure was built which provides plenty of shade for patrons to have picnics and host birthday parties.

Exclusive rentals at the Play Center for FY 2017-18 totaled eight. Afterhours rentals totaled 11. Total attendance for the the fiscal year was 24,048, though that figure does not include attendance from private rentals or special events, of which four were staged by City staff, including the following:

- **Family Campout** This event featured the movie *Sing*, along with a Kahoot Trivia Challenge and an Air Guitar Contest. Giveaways, a home-cooked dinner, s'mores, and a continental breakfast were offered to families. Attendance was approximately 150.

- **Jack O' Lantern Jamboree** A custom pumpkin patch, a magic show to entertain the crowds, inflatable bouncers for kids, carnival games, airbrush tattoos, train rides, crafts, and a costume contest were part of what made this event memorable. Attendance was approximately 900.



- **Winterfest** Santa was present for pictures and letters, and the Bolsa Grande High School Carolers performed. A snow play and snow slides area were featured attractions, along with crafts, carnival games, airbrush tattoos, animal balloons, inflatable bouncers, train rides, and a raffle. Attendance was approximately 1,200.
- **Eggs-cavation** This event featured age-specific egg hunts (for 3-10 year-olds), along with candy grabs for children ages 2-and-under. Inflatable bouncers, crafts, carnival games, airbrush tattoos, and animal balloons filled the park. The Easter Bunny was on hand for photographs, and staff raffled off prizes. Attendance was approximately 800.

### **Tiny Tots & Kare Bears**

Community Services provides a preschool-age program for 4-year olds (Tiny Tots) and 3-year olds (Kare Bears). Children have an opportunity to participate in recreation activities under the direct leadership of a trained instructor. Our goal is to foster growth and development by instilling a sense of self-worth, confidence, and respect through a safe and positive experience. Currently, the City offers Tiny Tots and Kare Bears classes at Edgar Park from September through June.

### **Day Camp**

The Summer Day Camp program is open to participants 5-12 years old. Over the last five years, Day Camp participation has increased 250%. The program focuses on teaching responsibility, teamwork, and creating lasting memories. For 10 weeks this summer, an average of 788 day campers and Counselors-in-Training (CIT) attended, with most weeks having a waiting list. There were a total of 878 Day Camp and CIT registrations this fiscal year, generating \$98,146 in revenue.

### **Theaters**

The Community Services Department serves as liaison to the Gem Theater and Festival Amphitheater, both located on Historic Main Street. For nearly 10 years, the Gem Theater has been operated by One More Productions, a non-profit organization that is one of Southern California's leading musical theater companies. It produced the following productions, many of which were sold-out shows: *The Wedding Singer*, *Cabaret*, the popular *Holiday GEM*, *Bullets Over Broadway*, and *Always Patsy Cline*.

Shakespeare Orange County (SOC) collaborated with the Korean Performing Arts Group, led by Miock Ji, for *The Tempest*, *Henry IV Part I*, and *Rogues are Rampant*, as well as *Pirates of Penzance*, in our Festival Amphitheater. For summer 2017, SOC also held a two-week young actors' project for youth ages 8-15, and collaborated with Theater Seoul for *A Midsummer Night's Dream*.

### Special Events

The following is a list of City Special Events for FY 2017-18, ranging from small receptions and dignitary visits to large-scale community events. Special events staff also provide support to other departments in planning and hosting internal or community functions, as well as providing protocol guidelines. In addition, staff robustly supports the Re:Imagine Garden Grove campaign, in collaboration with the Community and Economic Development Department.

#### 2017-2018

August 16	Movie in the Park – Elks Lodge
August 22	Starbucks Grand Opening
September 9	Traffic Signal Unveiling
December 5	11 <sup>th</sup> Annual Christmas Tree Lighting
January 31	State of the City Address
February 15	Youth in Government Day
June 20	Movie in the Park – Elks Lodge



### HUMAN SERVICES

#### Community Meeting Center/Courtyard Center

The Community Services Department oversees the operation of two meeting and event centers: the Community Meeting Center (CMC) and the Courtyard Center (CYC). Following are some highlights from FY 2017-18:

- Revenue generating bookings: 199 total bookings
- City supported bookings: 454 total bookings
- 653 meetings booked at the CMC

## **Garden Grove Community Foundation**

The Garden Grove Community Foundation (GGCF) is a non-profit organization that was initiated by the City Council in 1997, and is supported by staff. It was created with the intention of enhancing the quality of life for all and making Garden Grove a better place to live, work, and play. 2018 marks the Foundation's 20<sup>th</sup> anniversary of service to the City of Garden Grove.

The most popular community activity supported by the Foundation is the annual Free Summer Concert Series. Concert favorites such as Stone Soul, The Answer, and The Suffragettes were joined by newcomers L.A. Vation, Jeri Curl, and The Kellye Huff Band to rock out at Eastgate Park. An additional concert was held at the Elks Lodge featuring the band Soto, bringing a taste of the concert series to music lovers in District 6.



The 2018 Golf Classic, the Foundation's largest annual fundraiser, was held at Willowick Golf Course on May 9. This year, the tournament was attended by 132 golfers and featured a Hole-in-One Contest, silent auction, and gourmet steak dinner.

The GGCF also provided grants and donations to local organizations, community groups, programs, and events including:

- \$7,500 donation to City's 11<sup>th</sup> Annual Christmas Tree Lighting
- \$5,000 donation to the Vietnamese American Arts & Letters Association
- \$2,500 donation (each) to One More Productions (Gem Theater) and Shakespeare Orange County (Amphitheater)
- \$1,500 donation to the Garden Grove Downtown Business Association
- \$1,000 donation (each) to the Miss Garden Grove Scholarship Pageant and Garden Grove Explorers

## **FAMILY RESOURCE SERVICES**

The Community Services Department oversees the operation of two Family Resource Centers, one in the Buena Clinton neighborhood, and the other at Magnolia Park. Both centers provide no-to-low-cost programs and services. Listed below are the key achievements for each Center for FY 2017-18:

## Buena Clinton Youth and Family Center (BCYFC)

- 2,394 individuals visited the Center; of those, 58 individuals came in seeking support for resources and referrals.
- The Center hosted four food pantry distributions. A total of 1,875 individuals and 642 families received bags of free food.
- Over 174 youth participated in summer programming, including 21 teen volunteers, 54 school-age children in the center's summer day camp programs, 16 teenagers in the junior high teen camp, and 83 children in summer reading program.
- This summer the Center collaborated with University of California Irvine's mobile eye clinic and served 55 children: 18 received comprehensive eye exams; 15 received free glasses.
- In August the Center had its largest event, National Night Out, in partnership with the Garden Grove Police Department with 216 attendees.
- Buena Clinton's after-school program served 44 participants during the school year; 36 teens participated in the Center's True Neighborhood Teens (TNT) program.
- True Neighborhood Teens (TNT), the Center's youth leadership group, held its second annual PB&J drive and served 124 children within the community to provide snacks during spring break.
- 58 children (ages 0-5) were able to undergo developmental screenings and gain access to preventive treatments.
- 128 children and 64 families received free backpacks and school supplies.



youth lives in the Buena Clinton community and was recently accepted to UCI's Biology program.

- The Center celebrated its annual Dia de los Muertos event with over 450 attendees.
  - 369 children and 146 families received toys and food for the holidays, a 50% increase in families from the previous year.
  - 43 families received turkeys during the holidays from local service organizations.
  - The Center's parent advisory committee awarded one local youth with a Futuro Brillante College Scholarship for \$500. The
- Throughout the school year, 250 parents participated in a variety of educational and recreational programs such as ESL, parenting classes, educational workshops, and arts and craft classes.
  - 35 women received free mammograms onsite through a partnership with YWCA.
  - In November of 2017, the Center held its first women's event featuring educational and empowerment workshops as well as makeovers and a small resource fair for 25 women.

- The Center continued to partner with Second Harvest Food bank serving 5,066 meals to children under 18 during the seven weeks of summer and 5,409 snacks during the school year. Parents are a vital component to assisting with these programs by volunteering daily to serve meals to children in the community.
- The Center ended the year celebrating its 16<sup>th</sup> anniversary event, "Sailing into their Future," with over 600 participants. Staff provided a variety of games highlighting activities that would be offered during the summer of 2018, including those that focused on STEM (Science Technology Engineering and Math) concepts, arts, and leadership. Additional highlights included free groceries and a resource fair.

### **Magnolia Park Family Resource Center (MPFRC)**

- The Center provided 3,260 referrals to 2,103 individuals who called or walked in to MPFRC in need of resources such as basic needs, shelter, legal and health services.
- 96 individuals participated in individual, family, and group counseling services offered by MPFRC.
- 42 women participated in domestic violence intervention/ prevention services. This ten-week educational workshop for victims of domestic violence includes topics such as the effects of domestic violence on children, legal issues, and creating a safety plan.
- 307 individuals participated in educational workshops, which included parenting, life skills classes, and family strengthening workshops. MPFRC collaborated with agencies such as Boys and Girls Clubs of Garden Grove, Human Options, O.C. Health Care Agency, Team of Advocates for Special Kids, BIS Kids, Silverado Hospice, Community Action Partnership and CHOC to provide these classes and workshops.
- Through our comprehensive case management services, 180 families were served by the MPFRC's Family Support Specialist and undergraduate interns.
- MPFRC hosted four mobile pantry food distribution events and served 607 families who received bags of free food that included non-perishable food items and fresh produce.
- In collaboration with YWCA Encore Plus program, MPFRC was able to provide free mammograms to 161 women, 40 years and older.
- In collaboration with Family Support Network, 45 children under the age of 5 received comprehensive developmental screenings.
- The Center distributed free backpacks to 139 children.
- MPFRC provided free toys to 486 children (169 families) during the holiday season.
- Through a collaboration with Orange County Social Services and Community Action Partnership, the Center assisted 455 families with applications for CalFresh (food stamps) and MediCal.
- MPFRC celebrated its 18<sup>th</sup> year anniversary with a "Celebrating Everyday Heroes" event that included free children activities, entertainment from one of the local high schools,



food, music, and door prizes. There were over 500 attendees and 30 community agencies participating in the resource fair.

- On May 9, 2018, MPFRC's Community Engagement Action Council hosted a Women's Appreciation Breakfast for women who have experienced some type of family trauma (domestic violence, illness, loss of a family member, financial hardship, separation, isolation, depression, etc.) and were successful in overcoming obstacles and completing FRC services. The event was not only to applaud what they accomplished, but also to encourage and motivate these women to continue moving forward and achieve additional personal goals. The event recognized 35 women.



- MPFRC's youth teen group, SOL (Strengthening Our Leadership), has grown significantly this year with a 40% increase in participation. The youth were very busy with volunteer opportunities, meetings, and enrichment opportunities. Collectively, they completed 639 community service hours by helping with City events such as Movies at the Park, community-wide events (Jack o Lantern Jamboree, Winterfest and Egg-cavation), Senior Center activities, FRC Mobile Food Pantries, and MPFRC's 18<sup>th</sup> Year Anniversary Event.

### Senior Center Programming

The H. Louis Lake Senior Center continued to offer low or no-cost recreational activities and classes promoting active living for seniors, ages 50 and over. Staff provided a week-long Summer Day Camp for seniors, with 20 participants attending trips to Bowers Museum, Pirates Dinner Adventure, the Mission at San Juan Capistrano, and ending the camp with an intergenerational barbecue with our Youth Day Camp.



The Center also held a week-long Harvest Camp in October, with 20 participants attending excursions to the Museo, Tanaka Farms, Fullerton Arboretum, and ending with a trip to the Block of Orange for a day of shopping, lunch, and a movie.

Additionally, Center staff served 19,067 congregate lunches provided by SeniorServ. There is a suggested donation of \$3 for seniors 60 years of age and over, and \$5 for seniors under 60. Also in collaboration with SeniorServ, volunteer drivers for the HDM (Home Delivered Meals) Program delivered 31,932 daily meals to homebound seniors.

The Senior Mobility Program promotes the continuation of an independent lifestyle for individuals ages 60 and older through the provision of dependable door-to-door transportation services for residents of Garden Grove. The Senior Mobility Program has served over 394 participants for the past four years. The program serviced 975 medical trips, 15,721 trips for our congregate lunch program, and 371 grocery shopping and prescription pick up trips.

## **OFFICE OF COMMUNITY RELATIONS / GARDEN GROVE TV3**

As the City's official news source, the Public Information Office continues to collaborate with City departments to communicate and promote accurate and timely information about programs and services to Garden Grove audiences and news media.

From July 1, 2017 to June 30, 2018, staff disseminated over 150 English and multi-language press releases to local, regional, and national reporters; six CityWorks, a bimonthly water bill newsletter; four quarterly Vietnamese newsletters; 2018 Community Profile; and contributed to three Parks and Recreation Guides as well as other materials and reports.



Major press announcements included: Garden Grove Quality of Life / Join the Conversation; the grand opening of Brookhurst Place Phase I; the groundbreaking of SteelCraft Garden Grove; Accessory Dwelling Units; recreational vehicle permit; water rate increase; and Wesley Village.

Other ongoing responsibilities included: front-page content on the City's website; the online Community Calendar; the Garden Grove Police Department's Accident Reduction webpage; and the Citrus Greening Disease, Coyote Awareness, and West Nile Virus webpages.

New promotions and publicity were created for the City's image campaign, Garden Grove is Your Market. The division continued to work closely with the City Manager's Office and the City Clerk's Office to provide City Council materials, such as certificates, letters, proclamations, resolutions, speeches, as well as Community Spotlights.

The division also increased the effectiveness of its social media platforms: Facebook, Twitter, Instagram, and YouTube. Social media continues to be the most effective, engaging, and immediate PR/communication tool employed by the division.



 @GardenGroveCityHall	<b>Total Followers</b> 12.1k	<b>Posts Sent</b> 754	<b>Total Engagements</b> 185.7k
 @CityGardenGrove	<b>Total Followers</b> 2,712	<b>Posts Sent</b> 360	<b>Total Engagements</b> 5,151
 @GardenGroveCityHall	<b>Total Followers</b> 1,536	<b>Media Sent</b> 131	<b>Total Engagements</b> 6,303

The Office of Community Relations also facilitated, and/or promoted the following City-wide campaigns, events, and programs:

- 6<sup>th</sup> Annual Garden Grove College Graduates' Reception
- Buena Clinton Youth and Family Center's 15<sup>th</sup> Anniversary
- Buy in Garden Grove Black Friday
- Call of Duty Police Memorial
- Christmas Tree Lighting
- City Awards
- Dog Park Improvement Project
- Fee for Block Party Permits
- Free Outdoor Movie Series
- Garden Grove C.E.R.T.
- Garden Grove Restaurant Week 2018
- H. Louis Lake Senior Center Events
- I-405 Improvement Project
- Illegal Fireworks
- Magnolia Park Family Resource Center's 17<sup>th</sup> Anniversary
- Major Enhancements to Several Local Parks
- National Night Out



- Neighborhood Improvement – Palma Vista
- New Business Announcements
- New Parking Area for Garden Grove City Hall
- Safe Routes to School
- Senior Home Improvement Grants
- Small Business Assistance Loan Program
- State of the City Speech

### **Garden Grove TV3 (GGTV3)**

GGTV3 informs, educates and entertains residents while spreading positive messages locally and worldwide. The GGTV3 team programs and manages the City's Government Access Channel 3 on Spectrum Cable, which is also carried on AT&T, Verizon FiOS systems, and Little Saigon Television.



The Emmy Award-winning GGTV3 produced videos showcased at the Garden Grove Chamber of Commerce State of the City luncheon, biweekly news reports and Strawberry Festival Parade coverage. They also created video messages promoting the City and informing the public.

GGTV3 supports all City departments with recruitment and promotional videos as well as Public Service Announcements. The staff manages the Garden Grove TV3 YouTube Channel which averages nearly 12,000 views per month. The YouTube Channel has over 2,600 subscribers and passed 3.3 million views during the past year on just over 1,700 carefully crafted stories and videos.

Productions during the last fiscal year included:

- 24 Garden Grove City Council Meetings
- 24 GGTV3 news reports
- Building Services 101
- BiGG Buy in Garden Grove promotion
- DUI checkpoints
- Garden Grove Strawberry Festival Parade
- GGCF Free Summer Concert Series
- GGUSD stories
- Join the Conversation
- News stories on new developments in the City
- Voice of Garden Grove
- Water rates
- West Nile Virus



GGTV3 also received four National Association of Telecommunications Officers and Advisors (NATOA) awards, two first place for the Police Department Memorial and Shop in Garden Grove, and two second place for Building & Safety and Strawberry Festival Parade.



PART II

# **INDIRECT SERVICES**

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## CITY MANAGER'S OFFICE

**The mission of the City Manager's Office is to assist the City Council in establishing community goals and policies and provide leadership and direction in the administration of all City Departments and services.**

The City Manager's Office is responsible for implementing the decisions of the Garden Grove City Council and coordinating those efforts through the various departments. Primary functions within City Manager's Office include legislative support, policy implementation, budget development, strategic planning, liaison, and ombudsman services to community constituencies and legal services. Additionally, the Office manages the City Council meeting agenda, elections, and public records and oversees the City's Housing Authority. The Office also monitors and responds to federal and state legislative issues, and represents the City's interests throughout the region and beyond.

The significant achievements for the City Manager's Office for FY 2017-18 included the following:

### **ECONOMIC FOCUS**

The City Manager's Office continued to provide leadership and oversight to ensure completion of the enforceable obligations of Garden Grove's dissolved redevelopment agency. As a result of Citywide efforts, Phase I of the City's largest commercial and residential mixed-use development, Brookhurst Place, was completed. The completion of Phase I comes during an important turning point for Garden Grove as we're dynamically re-energizing and re-imagining ourselves. It also comes at a time when new modern housing is needed. Phase I of II consists of 180 for-lease apartment homes. At build out, this project will include up to 200,000 square feet of commercial/retail space and over 600 residential units. Phase II is expected to break ground in Spring of 2019.



Important progress was also made toward implementation of the Site C hotel project resulting in Planning Commission approval of the site plan and tract map in November 2017 and City Council approval of a related development agreement in December 2017 to further facilitate the project. Upon completion, the project will add 769 new hotel rooms, 39,000 square feet of conference space, 45,000 square feet of

commercial space and will generate approximately \$3.8 to \$4.9 million in additional annual tax revenue to the City. In January 2018, Le Meridien by Marriott and Kimpton Inn and Suites were confirmed as hotel franchisees for the site.

## **FY 2017-2018 ACTION PLAN**

The City Manager's Office oversaw implementation of the FY 2017-18 Action Plan to achieve the City Council's priorities. Among the significant accomplishments were:

- Fire Station 6 ground breaking
- Palma Vista neighborhood enhancements
- Opening of Brookhurst Place Phase I lofts
- Development of a Network Security Plan
- Reorganization of the Community and Economic Development Department
- Expansion of the Police Department Special Resource Team
- Completion of a 5-year and 10-year revenue and expenditure forecast and financial sustainability review
- Selection of a vendor for the new ERP financial system
- Updated Code Enforcement website, programs, and policies
- Completion of conceptual plans and programming for SteelCraft project
- Confirmation of hotel franchisees for Site C hotels
- Land use entitlements for Garden Brook Senior Village processed (former Galleria)
- Site cleared for BN Group hotel development
- Addition of two new police officer positions
- Police lobby and communication center improvements completed
- Completion of community priorities survey and outreach activities
- Implementation of Youth-In Government Day
- Developed Budget in Brief (posted on City website)



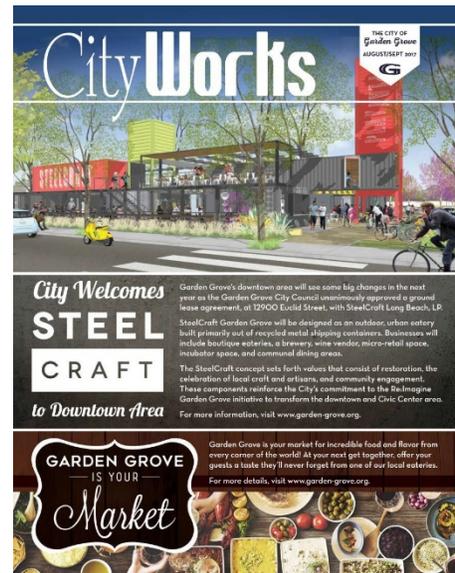
## **CITY COUNCIL WORKSHOP AND FY 2018-2019 COUNCIL PRIORITIES**

In March 2018, the City conducted a workshop with the Mayor, City Council and executive staff to review and affirm good governance principles, discuss the City's current accomplishments, receive updates on the City's financial forecast, discuss planned budget balancing initiatives, review community preferences and priorities survey data and identify priorities for the next fiscal year. During the workshop specific City Council priorities were discussed and affirmed. A FY 2018-19 Action Plan was then developed to guide operations and resources toward achievement of the initiatives. An outline of the focus areas and key City Council priorities are provided below:



- **Economic Development**

- Use Economic Development to grow revenues
  - Complete and implement Citywide Economic Development study
  - Continue current development activities (e.g., Site C, Site B2, BN Group hotels; Brookhurst Place, Phase II; Garden Brook Senior Village; and West Side projects)
  - Facilitate OC Street Car Project
  - Carryout Willowick RFP milestones
- Continue Re:Imagine Downtown Initiatives
  - Civic Center Adaptive Reuse (Cottage Industries Project) (SteelCraft Garden Grove)
  - Implement Open Streets & Related Mini Events
  - Implement Bicycle Master Plan
  - Market the City's assets
- Invest in beautification efforts



- **Public Safety**

- Continue to prioritize and enhance public safety
- Complete infrastructure projects that are underway
  - Fire station #6
- Enhance neighborhood watch and other community policing programs
- Increase basic building security at City Hall
- Complete analysis of the OCFA Fire Services proposal

- **Community Engagement/Outreach**

- Continue community conversation and engagement efforts
- Evaluate opportunities for enhanced communication to diverse groups
- Educate the public about local government

- **Financial Sustainability**
  - Achieve a sustainable budget
  - Address unfunded pension liability
  - Explore new revenue options
  - Create a long-range financial forecast
  - Implement the New Financial (ERP) System
- **Effective, Transparent Government**
  - Continue to implement transparency initiatives
  - Complete the Parks Master Plan
  - Invest in Open Data Systems
  - Implement Community and Economic Development organization review recommendations
  - Ensure implementation of emergency plan
- **Other Community Issues**
  - Continue engagement with partner agencies to address the homelessness issue
  - Evaluate code enforcement program and policies



To date, many of the action plan initiatives have been completed or are progressing substantially toward completion.

### **BUDGET SUB-COMMITTEE**

In June 2017, the City Council directed staff to form a Budget Sub-Committee, comprised of three City Council representatives with the primary goal of reviewing the City’s financial outlook. With 5% budget reductions impacting all department budgets except sworn public safety personnel, the Budget Sub-Committee conducted 10 meetings to review department needs, revenue sources, and new revenue opportunities. Sub-Committee members and City staff reviewed the City’s “Big Four” revenue sources (i.e., sales, property, transient occupancy, and motor vehicle taxes), internal service funds, and community priorities in order to better understand the City’s finances and identify solutions to the City’s structural budget deficit. Upon completion of the review, the Budget Sub-Committee reported their findings to the City Council at the 2018 City Council Workshop held in March 2018.

### **COMMUNITY PRIORITIES AND PREFERENCES – JOIN THE CONVERSATION SURVEY**

As a part of the Budget Sub-Committee’s efforts to address the City’s structural budget deficit, the City launched a “Join the Conversation” community engagement initiative to gauge the community’s priorities and preferences about essential City service needs and important quality of life issues. In October 2017, an independent survey was conducted to analyze residents’ general attitudes and concerns about their community and City government. The results indicated that residents had very positive views toward the City and City services, but had several concerns about overall public safety, including increases in homelessness. In the following months,

City staff circulated supplemental Community Conversation survey forms via the city website, direct mailers, water bill inserts, and the GG Parks and Recreation Guide to augment the independent survey. As part of this effort, City staff met with more than 25 community groups throughout all districts and collected over 1,700 additional survey responses. Based on feedback from community members the top priorities for Garden Grove include:

- Maintain 911 emergency response times
- Prevent cuts to the number of police officers, paramedics, and firefighters
- Maintain neighborhood police patrols
- Fight gangs and drugs
- Protect local drinking water supplies
- Address homelessness
- Provide affordable housing options



### **MEASURE O EDUCATION**

In July 2018, the City Council voted to place Measure O, a one-cent (1%) sales tax measure on the November 6, 2018 general election ballot for voter consideration. If enacted, Measure O would provide a reliable source of locally-controlled revenue for Garden Grove's public safety and quality of life services. To help educate voters on the potential impacts of Measure O, staff distributed mailers with general information on Measure O, created a FAQ for the City webpage, and posted on multiple social media outlets. In line with educating voters, the City Manager, Police Chief, and Fire Chief attended community meetings throughout Garden Grove to meet with residents and answer questions about the City's current financial situation.

### **CITY HALL PARKING IMPLEMENTATION**

In July 2017, staff implemented a new parking plan to transition City Hall employee vehicles, City vehicles, and visitor vehicles to newly designated employee and visitor lots



located across the street from City Hall. This relocation came as the result of the new SteelCraft development taking over the vacant lot and parking area at the previous Black Angus site. Staff worked with the Public Works Department to re-stripe the Employee Parking Lot and install new employee and visitor parking signs. During this implementation, all departments were surveyed to determine parking demand and parking permits were distributed as needed. Temporary overflow parking was also established at the Acacia Adult Day Services parking lot.

## **OFFICE OF THE CITY CLERK**

The Office of the City Clerk safeguards all official records of the City, conducts municipal elections, oversees legislative administration, and provides reliable, accurate, and timely information to the City Council, staff, and the general public.



Achievements specific to this function included:

- As the Election Official, and per the California Elections Code, prepared for the November 2018 Election, processing nomination forms and election documents for two Mayoral Candidates, five Council Member Candidates for District 1, two Council Member Candidates for District 3, and three Council Member Candidates for District 4.
- Provided support to the City's elected and appointed officials and all open campaign committee holders for semi-annual filing of required forms and annual conflict of interest filings as mandated by the Secretary of State and the Fair Political Practices Commission.
- Collaborated with the Information Technology Department to successfully provide live video streaming and archived media of City Council meetings, as well as electronic access to agendas, staff reports, meeting minutes, Ordinances, and Resolutions via the City's website.
- Continued to enhance organizational efficiency by using the NovusAgenda electronic agenda management program for City Council agendas and reports.
- Adhered to the California Public Records Act by maintaining the City's public records and providing responses primarily through the Records Request system on the City's website. (Seventy requests per month are filled on average.)
- Monitored and provided support to City departments in adhering to the City's retention schedule for records storage and destruction.
- Maintained public access to the Municipal Code on the City's website.



- Continued to serve as a resource to the City's Commission secretaries on procedures to assure compliance with the Brown Act.
- Continued to provide Government to Government access for the recordation of certain documents with the County of Orange.

## **HOUSING AUTHORITY**

The Garden Grove Housing Authority operates under federal grants received from the Department of Housing and Urban Development to provide rental subsidies to low-income families. Achievements specific to this function included the following:



### **Section 8 Management Assessment Program (SEMAP)**

- The Housing Authority scored 97 percent and earned the designation of "High-Performance Agency" for FY 2017-18 from the Department of Housing and Urban Development.

### **Housing Authority Rental Vouchers**

- Staff assisted approximately 2,220 low-income households through the Section 8 Rental Assistance Program.
- Over 400 applicants from the new waitlist were contacted to schedule initial qualification interviews. Priority was given to applicants who were Garden Grove residents with U.S. Veteran status or victims of domestic violence.

### **Housing Portability Program**

- An additional 300 tenants from other jurisdictions, primarily Santa Ana, were administered through the Portability program. By fully administering tenants through the portability program, the Housing Authority earns approximately \$20,000 a month in administration fees.

### **Housing Quality Standards and Building & Safety Codes Compliance**

- 248 initial inspections, 2,834 annual and follow-up inspections, and 47 special inspections were conducted to ensure that subsidized units meet Housing Quality Standards and Building and Safety Codes.

### **Housing Family Self-Sufficiency Program**

- During the period, three participants of the Family Self-Sufficiency program successfully completed their 5-year contracts. All Family Self-Sufficiency participants sign a contract and are required to successfully complete classroom training or job training, become independent of welfare cash aide (if applicable), and obtain suitable full-time employment based on their training, skills, and education. Through their training and education they increase their earning capacity, obtain improved employment, and become independent of welfare cash aide. As an outcome, the Housing Authority pays fewer subsidies and the client pays more subsidies. In some cases, the clients no longer need housing assistance.



## FINANCE DEPARTMENT

**The mission of the Finance Department is to provide financial and related organizational services to City staff, the City Council, and citizens of the community, which are timely, accurate, and in accordance with, or exceeding, industry standards.**

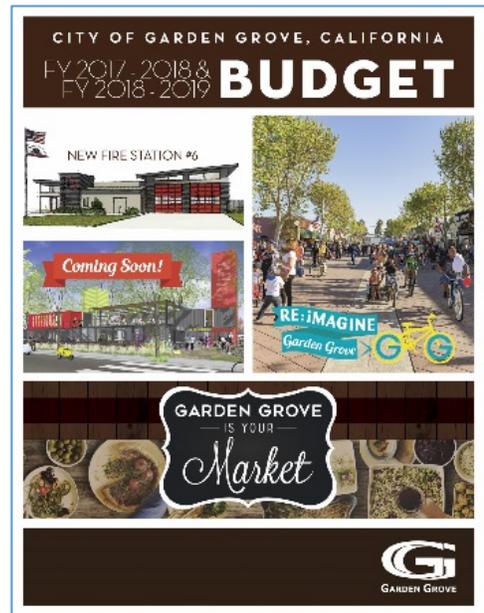
The Finance Department provides services to the following operations: The City of Garden Grove, the Garden Grove Sanitary District, Water Enterprise Operations, Garden Grove Economic Development, Street Lighting Assessment District, Garden Grove Community Foundation, Garden Grove Housing Authority, Garden Grove Cable Corporation, Main Street Commission, and the Successor Redevelopment Agency.

The significant achievements for the Finance Department for FY 2017-18 included the following:

- Consistent with the goal of protecting City assets and shielding the City from major risk exposures, the Finance Department successfully completed the annual renewal of the City's insurance policies including property, boiler and machinery, employee dishonesty and faithful performance bonds, computer fraud, pollution, excess workers' compensation, and necessary excess liability coverage.

- The City's Budget was implemented and monitored for compliance with adopted objectives and when necessary, modified to consider the fluid status of funds availability, organizational needs, and policy direction. The City's FY 2017-18 & FY 2018-19 Biennial Budget was constructed, presented, adopted, and amended as necessary. It represents a balanced financial plan which incorporates City Council direction and organizational needs.

- The City received the Certificate of Excellence in Financial Reporting award from the Government Finance Officers Association for its Fiscal Year 2016-17 *Comprehensive Annual Financial Report* (CAFR) (annual financial statements), which was issued in December 2017. The City received a clean opinion on its Fiscal Year 2016-17 audit, which was completed in November 2017.



- The Purchasing Division has made significant progress in revising the City's Purchasing Manual that was last revised in 2005. The revisions include updates that

reflect the most recent changes in government procurement in terms of legal compliance and best practices. The goal of the revised purchasing manual is to provide City staff with clear, accountable, and enforceable procurement policies and procedures for the purchase of all equipment, materials, supplies, and services.

■ In light of current economic uncertainties, participating in low cost Internet training and free seminars enhanced job knowledge and skills. Specific training included:

- California Society of Finance Officers: Be Prepared - Business Continuity, Investment Accounting Training, CDIAC Discussion of Public Investment Products Current & Future
- California Municipal Revenue and Tax Association Quarterly Training and Annual Conference
- GFOA: Annual GAAP Update
- Davis Farr: Annual Client Service Training
- White Nelson Diehl Evans LLP: Government Tax Seminar
- CSMFO: Orange County Chapter Meetings (various training topics)
- PERS: My CalPERS reporting updates – webinar & live trainings
- Public Works/Construction Law
- Purchasing Law
- Contract Risk Management

# INFORMATION TECHNOLOGY

**The mission of the Information Technology Department is to provide effective and efficient communication, analysis, and tools that promote leadership, public safety, and an informed and involved public while using integrated systems based on open technology.**

The Information Technology (IT) Department continues to support the entire agency with a combination of in-house customized software, purchased software, and Open-Source technology. IT continues to look for the best solution for each City Department while safeguarding the City's Data and Network infrastructure. The use of Open Source software and in-house programming have enabled IT to continue to provide advance features, stability, flexibility and integration while realizing substantial cost savings.

The significant achievements for the Information Technology Department for FY 2017-18 included the following:

## **POLICIES / PROCEDURES / PLANNING**

- Updated Department Strategic Plan
- Received MISAC Award of Excellence in IT Practices

## **SYSTEMS / PC TECHNICAL SUPPORT**

- VoIP phone system
- Redesigned City's website for accessibility and content discoverability
- PD Spillman Geolocation upgrade
- Public GIS Portal
- Migrated Public Works spatial data from an unsupported software to internal PostgreSQL
- Upgraded and expanded City's internal WiFi
- PD and Community Development public queuing kiosk
- Online Application and Payment for Simple Building Permits
- Water Rate Restructure
- RV Permits
- PD Communications and Records Remodel

- New Online POS for Recreation Events
- Implemented False Alarm Billing for Fire Department
- Implemented Building Front Desk Kiosk
- Updated Open Enrollment and Rideshare Systems
- Replaced 100 Desktop PCs with New Models
- Updated PD Conference Room Technology

## **WORD PROCESSING / GRAPHICS**

The Word Processing and Graphics Division manages document and graphics needs for all departments and is very involved in numerous City-sponsored special events. The following is a list of projects handled by this division:

### **Document / Spreadsheet Support:**

- Updates to Quarterly Budget Spreadsheets and Budget Preparation Details
- Budget Book
- Maintained City Telephone Directory & Updates to Online Directory
- Creation of Electronic Forms & Paper Forms
- Resolutions and Recruitment Brochures for Human Resources
- Buy In Garden Grove materials
- Provided VoIP training classes to employees
- Assembled news stories for the Manager's Memo
- Formatting of manuals for various departments

### **Artwork:**

- Triannual Parks and Recreation Guides
- CityWorks Publication
- Amazon HQ2 Proposal
- City Calendars
- Various Water Bill Inserts
- Employee Service Awards
- Strawberry Ball
- College Graduates' Reception
- Community Foundation Summer Concert Series
- Community Foundation Golf Tournaments

- Community Services Volunteer Recognition Dinner
- Newsletters and Flyers for Various Departments and Events
- Police Annual Report
- Tree Lighting Ceremony
- Retirement Announcements / Receptions
- Winterfest / Jack-O-Lantern Jamboree / Eggscavation Flyers, Posters
- Senior City Events
- State of the City of Garden Grove
- Certificates / Proclamations / Recognitions
- Citizen Academy
- Explorer's Program
- Economic Development
- Voice of GG
- Traffic Fatality Prevention
- Garden Grove is Your Market
- Outdoor Movie Series
- Day Camps

### **REPROGRAPHICS / MAILROOM**

The Reprographics and Mailroom Division manages the City's internal and external mail and printing needs. This division prints most of the documents and artwork produced by the Word Processing and Graphics Division.

From July 1, 2017, to June 30, 2018, this division produced:

- 107,500 offset prints
- 295,965 color photocopies
- 882,721 black and white photocopies
- 43,635 business cards

The following is a list of major duties during this time period:

- Sort and deliver incoming mail
- Weigh and meter outgoing mail (137,225 pieces; \$84,938 postage)
- Various folding and envelope stuffing jobs
- Various print jobs on 2-color press

- Various print jobs on black/white and color copiers
- Binding, hole punching and production of tabs for large documents
- Maintenance of all City copiers
- Bulk scanning for Finance Department
- Print, fold, and stuff business license renewals and notices
- Fold and stuff monthly housing checks
- Print and bind booklets for the Gem Theater
- Produce bound copies of the City Budget
- Create custom Fire Department calendars
- Create various sizes of City calendars

## **HUMAN RESOURCES**

**The mission of the Human Resources Department is to provide guidance and support to our diverse community of employees and applicants, and to promote the City of Garden Grove as a great place to work and thrive. Human Resources places an emphasis on fairness and consistency in the recruitment, selection, retention, and personal and professional development of the City's most important asset - our employees.**

The significant achievements for the Human Resources Department for FY 2017-18 included the following:

- Administered 81 recruitments for all nine City departments.
- Recruitment and selection of 11 recruits and 5 lateral Police Officers.
- Managed the Worker's Compensation process for 114 employee injuries.
- Implemented new contract for Fire Association.
- Assured that City was 100% compliant with ACA/PERS requirements of member information and submittal.
- Full update of City's Injury and Illness Prevention Plan, and Heat and Illness Prevention Plan for continued compliance with CalOSHA.
- Continued implementation of necessary changes for Affordable Care Act compliance.
- Completed GASB 68 and GASB 75 records testing with auditors and verified PERS retirement data was 100% complete and accurate.
- Processed 631 open enrollments through CalPERS, Delta Dental, Vision Service Plan, and Empower Retirement.
- Coordinated implementation of Early Retirement Incentive, providing multiple informational sessions for City employees.

## Human Resources Fast Facts

<b>Category</b>	<b>FY 14/15</b>	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 17/18</b>
New Hires	77	96	110	94
Promotions	59	70	52	54
Reclassifications	2	9	3	5
Resignations	11	30	33	21
Retirements	5	15	30	24
Dismissal/No Pass Probation	8	3	1	1
Layoff	0	0	0	0
End of Temporary Employment	37	39	48	52