

THE CITY OF  
**GARDEN GROVE**

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**HOMELESSNESS  
STRATEGY**  
2025 - 2030



GARDEN GROVE

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## CITY OF GARDEN GROVE

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July 1, 2025

Dear Garden Grove Stakeholders,

It is my great honor, on behalf of the City, to introduce the 2025-2030 Garden Grove Homelessness Strategy, our City's renewed commitment to creating a more compassionate, coordinated, and effective response to homelessness in our community. Homelessness is one of the most complex and pressing challenges of our time. It affects not only those experiencing housing insecurity, but also the families, neighborhoods, and businesses that make up the fabric of Garden Grove. As a City, we believe in solutions that are both practical and humane, rooted in data, guided by compassion, and built through collaboration.

This strategic plan reflects more than policy—it represents a shared vision for a future where housing security is attainable for those that choose it. It outlines clear goals and actions that will help us strengthen services, improve public safety and quality of life, and ensure that every individual is treated with dignity and respect as they navigate their path to stability. The development of this plan would not have been possible without the insights and dedication of many. We are deeply grateful to the nonprofit organizations, city departments, law enforcement teams, and neighboring cities who partner with us daily in this effort. We also want to thank consultant Susan Price, whose extensive expertise, thoughtful interviews, document analysis, and stakeholder engagement helped shape a plan that is equally grounded in both reality and aspiration.

We recognize that meaningful change does not happen overnight—but with a shared vision, accountability, and continued community input, we will move forward together. This plan is both a roadmap and a promise: that we will continue to lead with empathy, act with integrity, and work tirelessly to support every resident that chooses a journey toward housing stability, while at the same time striving to meet the needs of residents, businesses and visitors.

Thank you for your patience and support as we take the next steps in building a stronger, more resilient Garden Grove.

Sincerely,

Stephanie Klopfenstein  
Mayor





# EXECUTIVE SUMMARY



Since 2020, the City of Garden Grove has made notable strides addressing homelessness: expanding outreach, launching housing voucher programs, partnering on mental health crisis response, opening permanent supportive housing at Stuart Drive, and most recently, completing the Central Cities Navigation Center (CCNC) in partnership with the Cities of Westminster and Fountain Valley. The CCNC, which added 85 low-barrier shelter beds to the region, is now the cornerstone of the City’s shelter and service response.

The plan responds to both encouraging and sobering data. According to the 2024 Point-in-Time Count, Garden Grove saw a 39% reduction in its unhoused population since 2022, a trend that reflects the impact of recent investments. However, homelessness continues to grow countywide, with the Central Service Planning Area (SPA) representing 47% of all unhoused individuals in Orange County. The unsheltered population remains significant, and systemic issues—such as housing shortages, behavioral health service gaps, and fragmented regional coordination—continue to challenge long-term progress.

The strategy is structured around four central goals:

1. **Enhance Communication and Community Engagement** – To unify messaging, build trust, and ensure coordinated action among stakeholders and the public.
2. **Enhance the Service Delivery System** – To streamline access to housing and services and improve outcomes for those at risk or currently experiencing homelessness.
3. **Leverage Partnerships, Funding, and Resources** – To expand capacity, increase efficiency, and align regionally with other cities and county systems of care.
4. **Improve Quality of Life** – To balance compassionate service delivery with public safety and neighborhood preservation, ensuring that all residents, businesses, and visitors benefit from these efforts.

Each goal is supported by specific objectives, Key Performance Indicators (KPIs), and action items that will guide implementation and accountability over the five-year period. The plan prioritizes measurable results, cross-sector collaboration, and transparency in reporting progress to the public.

Ultimately, the 2025–2030 Garden Grove Homelessness Strategy is not just a policy document—it is a promise to the community. It reflects the City’s belief that homelessness can be addressed through thoughtful planning, sustained commitment, and a shared sense of responsibility. By aligning values with action, the City seeks to reduce homelessness, improve public health and safety, and ensure that every resident who chooses a path toward housing stability is met with dignity, opportunity, and support.

# STATE OF HOMELESSNESS IN ORANGE COUNTY

Homelessness remains one of the most pressing and complex issues facing Orange County, California. Despite major investments in emergency shelters, permanent supportive housing, outreach programs, and healthcare services, the 2024 data shows that homelessness continues to grow at concerning rates. While Orange County shares many of the systemic drivers of homelessness seen across the United States—such as high housing costs, income inequality, and gaps in behavioral health services—it also faces distinct barriers that shape both the scale of the crisis and the strategies required to address it effectively.

## EXTREME HOUSING AFFORDABILITY GAP

Orange County consistently ranks among the most expensive housing markets in the United States. The scarcity of affordable rental units, especially for extremely low-income households, means that thousands of residents live on the brink of homelessness, and once displaced, face enormous challenges securing stable housing. Rising rents drastically outpacing wage growth; homeownership is out of reach for many working families; and new affordable housing production significantly lagging behind need are all factors contributing the rise in homelessness in Orange County.



## LIMITED BEHAVIORAL HEALTH INFRASTRUCTURE

Like much of California, Orange County faces significant shortages in mental health and substance use disorder treatment capacity. Opioid addiction continues to be a critical driver of homelessness, yet the region faces a severe shortage of behavioral health beds, limiting access to the detoxification, stabilization, and long-term treatment services necessary to support recovery and housing stability. Although initiatives like Be Well OC, CalOptima Street Medicine Program, and the County Crisis Assessment Team have expanded access, the system often lacks enough beds for those needing crisis stabilization, residential treatment, or long-term behavioral health care. This creates a situation where many individuals experiencing homelessness, especially those with complex needs, cycle between the streets, emergency rooms, jails, and shelters without receiving consistent, comprehensive care.

## JURISDICTIONAL FRAGMENTATION

Orange County is composed of 34 independent cities, each with its own policies, priorities, and capacities related to homelessness. While regional collaboration has improved, jurisdictional boundaries often lead to inconsistent approaches and resource deployment. Navigating these varied systems presents barriers for both clients and providers trying to deliver seamless care.

On a national level, Orange County's challenges mirror many of those seen in other urban and suburban regions—but at a higher intensity:

- **Homelessness Rates:** Orange County's per-capita homelessness rate is among the highest for suburban counties nationwide, though it remains lower than the rates found in major urban cores like Los Angeles, San Francisco, or New York City.
- **Shelter Access:** While Orange County has invested significantly in expanding emergency shelter beds, its ratio of shelter beds to people experiencing homelessness still trails behind that of more urban counties with longer-standing shelter infrastructure.
- **Unsheltered Homelessness:** Like many areas in California, Orange County has a higher proportion of unsheltered individuals compared to most states nationally, where the majority of individuals experiencing homelessness tend to be sheltered.
- **Prevention and Diversion Efforts:** Orange County, similar to other progressive regions, has begun emphasizing homelessness prevention and rapid rehousing strategies, aligning with national best practices, but resource availability remains a limiting factor.

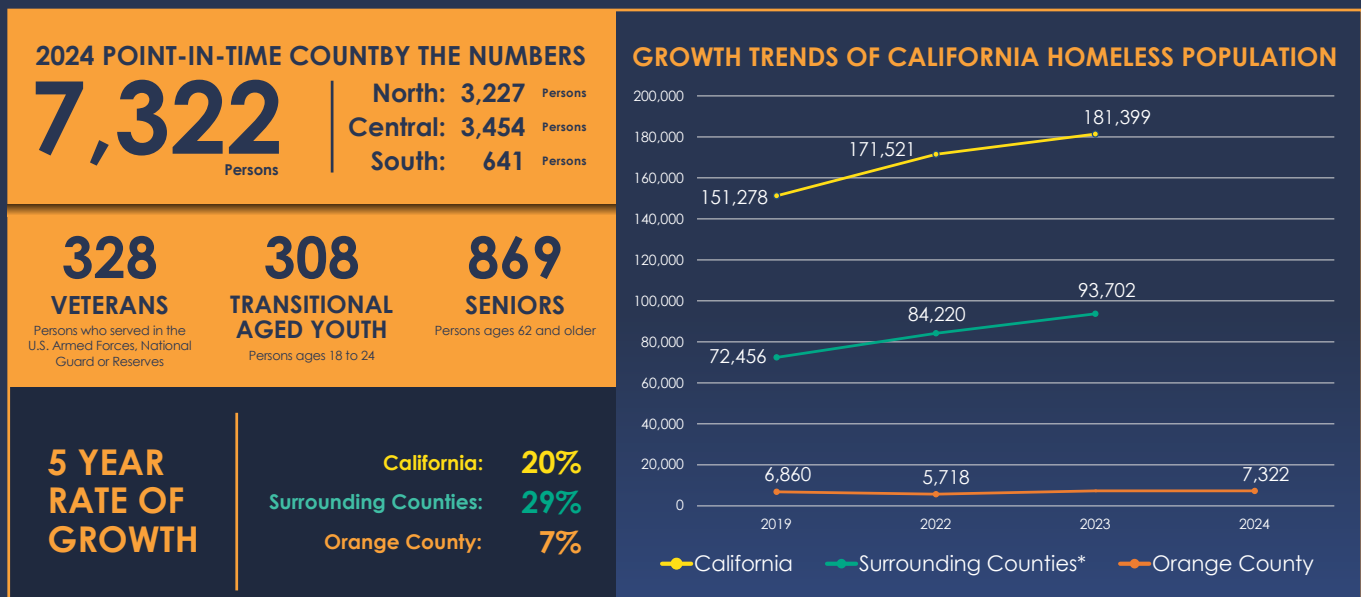


Table 1

Over the past decade, Orange County has experienced a significant increase in homelessness, reflecting broader regional and national trends. Since 2013, the total number of individuals experiencing homelessness has grown by approximately 72%, rising from 4,251 individuals to 7,322 in 2024. Notably, the unsheltered population—those living outdoors, in vehicles, or in places not meant for habitation—has surged by nearly 149% during this period, while the sheltered population has seen only a modest 22% increase.



Although there was a temporary decline in total homelessness recorded in 2022, likely influenced by pandemic-era interventions and data collection limitations, the 2024 figures reveal a sharp rebound to the highest numbers Orange County has seen. This long-term upward trend highlights both the growing severity of housing insecurity and the limited capacity of existing shelter and housing systems to meet escalating demand. It underscores the urgent need for expanded affordable housing, enhanced shelter options, and robust supportive services to address the complex and intersecting challenges faced by individuals and families experiencing homelessness across the county.

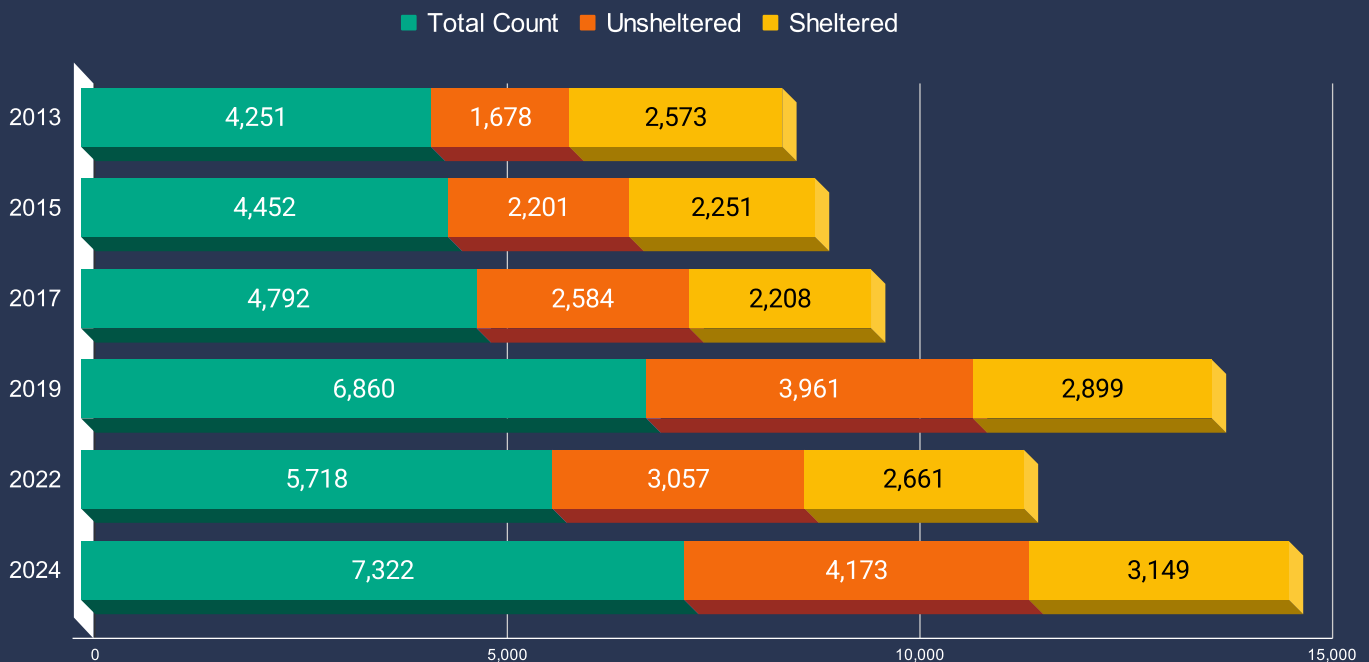


Table 2



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# 2024 ORANGE COUNTY POINT-IN-TIME COUNT

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The national Point-in-Time (PIT) Count, conducted annually in communities across the United States, under the guidance of the U.S. Department of Housing and Urban Development (HUD), provides a standardized snapshot of sheltered and unsheltered homelessness on a single night in January, helping policymakers and service providers track trends, allocate resources, and inform strategies to end homelessness. The 2024 Orange County PIT Count was conducted during the week of January 22–25, 2024, and followed HUD’s national methodology for data collection, which includes the following process:

- **Sheltered Count (January 22, 2024):** Census of individuals staying in emergency shelters, transitional housing, and safe havens on a single night, using service provider data and client surveys.
- **Unsheltered Count (January 23–25, 2024):** Volunteer field teams canvassed streets, parks, encampments, vehicles, and other locations where individuals experiencing homelessness reside.
- **Surveys:** Were administered in real time using Geographic Information System-based technology to ensure geographic coverage and reduce duplication.
- **Data Verification and Quality Control:** After field collection, the County’s Office of Care Coordination, City Net, and Hub for Urban Initiatives reviewed survey results for accuracy, completeness, and consistency before finalizing the count.

The 2024 Orange County PIT Count mobilized 1,251 volunteers; the highest number ever recorded for an Orange County PIT Count. Volunteers included representatives from city governments, nonprofits, faith-based organizations, public health agencies, and local residents. The data reflects increasing need and growing challenges, especially in the Central Service Planning Area (SPA), where Garden Grove and our Tri-Cities partners play a significant role in the regional response.

## SHELTER AND HOUSING SYSTEM GAPS

The 2024 Orange County PIT Count reveals that while 72% of shelter residents at two major County shelters (Yale Navigation Center and Bridges at Kraemer Place) had completed all eligibility steps for housing, only 1 in 12 were actually connected to a housing unit, underscoring a systemic shortage in affordable and supportive housing options. This trend is reflected in Garden Grove, where CCNC residents experience similar challenges transitioning out of shelter due to limited housing stock.



Table 3

## COMMUNITY TIES

An analysis of recent homelessness data in Orange County reveals that a significant majority of individuals experiencing homelessness have strong, long-standing ties to the local community. More than half (51.75%) have family connections within the county, and an even larger proportion (63.42%) have worked in Orange County, highlighting that many individuals experiencing homelessness were once active contributors to the local economy. Additionally, 43.09% attended school in the area, further emphasizing that homelessness in Orange County primarily affects people who are deeply rooted in the community, rather than individuals migrating from outside regions. Alarming, nearly 48% of individuals reported becoming unhoused for the first time within the past year, underscoring the growing economic pressures and systemic vulnerabilities that are pushing local residents into homelessness at accelerating rates.

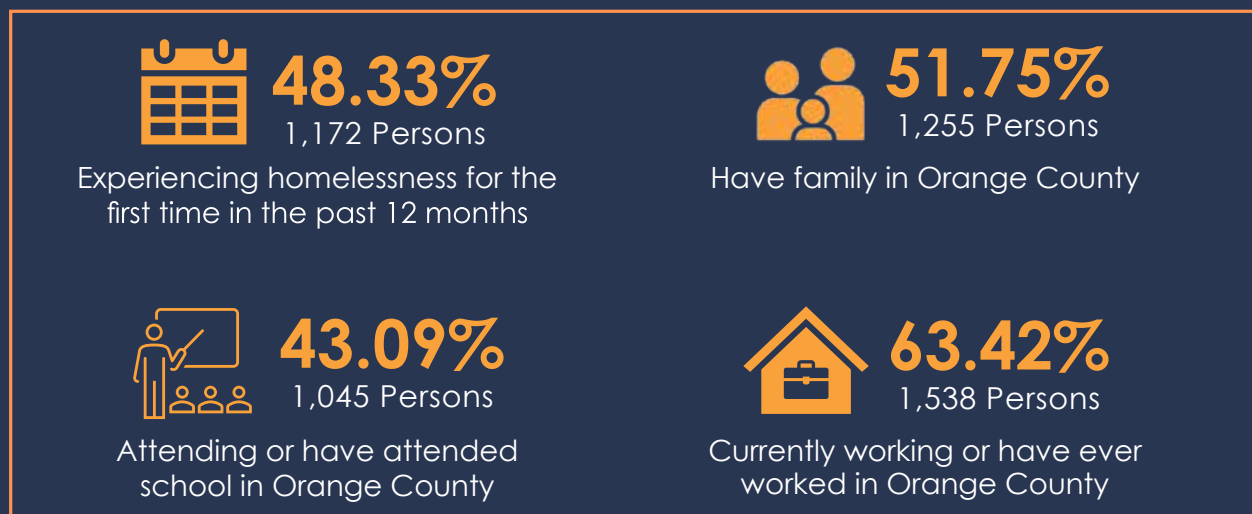


Table 4

## CENTRAL SERVICE PLANNING AREA SNAPSHOT

The County of Orange is divided into three SPAs—North, Central, and South—to support more effective regional coordination, resource allocation, and strategic planning in the homelessness response system. The Central SPA is the largest and most urbanized of the three, encompassing key cities such as Garden Grove, Santa Ana, Westminster, Fountain Valley, and Tustin. Bounded roughly by the Santa Ana River to the west, the 55 Freeway to the east, and stretching from the 22 Freeway north to the southern edge of Irvine, the Central SPA represents a diverse mix of residential, commercial, and institutional neighborhoods. This area includes many of the County’s largest emergency shelters, public health resources, and transportation corridors, making it a focal point for both unsheltered populations and service delivery. The decision to divide Orange County into SPAs reflects the understanding that each region has unique demographic, geographic, and systemic challenges, and that homelessness solutions must be tailored accordingly to meet local needs with targeted, coordinated efforts.



Table 5

# CENTRAL SERVICE PLANNING AREA DATA

The Central SPA continues to represent the epicenter of homelessness in Orange County, accounting for 3,454 individuals experiencing homelessness, which is 47% of the county wide total—the largest share of any SPA. Of this population, a significant majority, 2,036 individuals, are living unsheltered, while 1,418 individuals are residing in emergency shelters or transitional housing programs. Between 2022 and 2024, the Central SPA experienced a 27% overall increase in homelessness, with particularly sharp growth in its unsheltered population, which rose by 34%. Meanwhile, the sheltered population also grew, though at a more moderate pace of 19%, indicating both an increasing demand for shelter services and a rising number of individuals unable to access available shelter options. This data highlights the mounting pressure on local systems of care within the Central SPA, underscoring the urgent need for expanded shelter capacity, deeper investment in permanent housing solutions, and enhanced regional collaboration to address the complex and growing needs of those experiencing homelessness in the heart of Orange County.

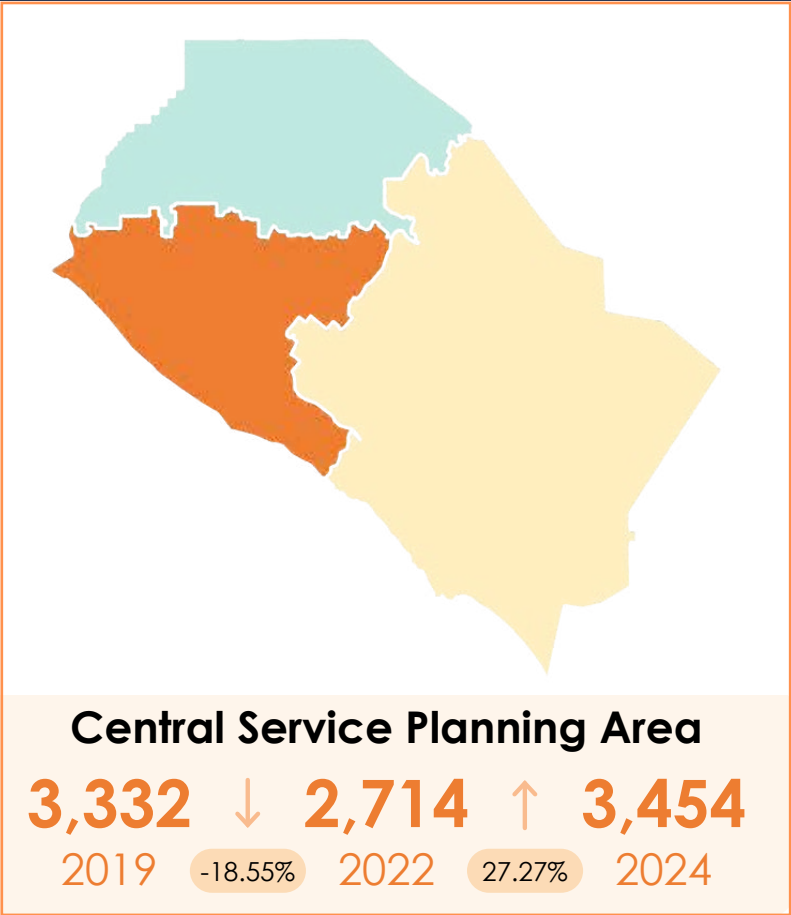


Table 6

## GARDEN GROVE: LOCAL TRENDS

The 2024 homelessness data for Garden Grove reveals a notable shift in the local landscape. A total of 239 individuals experiencing homelessness were identified within the city, with 163 individuals unsheltered and 76 individuals sheltered in emergency housing or transitional facilities. Garden Grove accounts for approximately 7% of the Central SPA's total unhoused population and roughly 3% of the overall unhoused population countywide, reflecting its significant but proportionally smaller share compared to larger cities in the region. Importantly, Garden Grove saw a 39% decrease in its total unhoused population compared to 2022, marking a substantial decline driven by reductions across both the sheltered and unsheltered populations. This downward trend suggests that recent investments in shelter access, outreach coordination, and homelessness prevention initiatives may be yielding positive results. However, the continued presence of a majority unsheltered population highlights that systemic barriers to stable housing persist, requiring sustained efforts in affordable housing development, behavioral health support, and regional collaboration to ensure long-term, equitable progress.

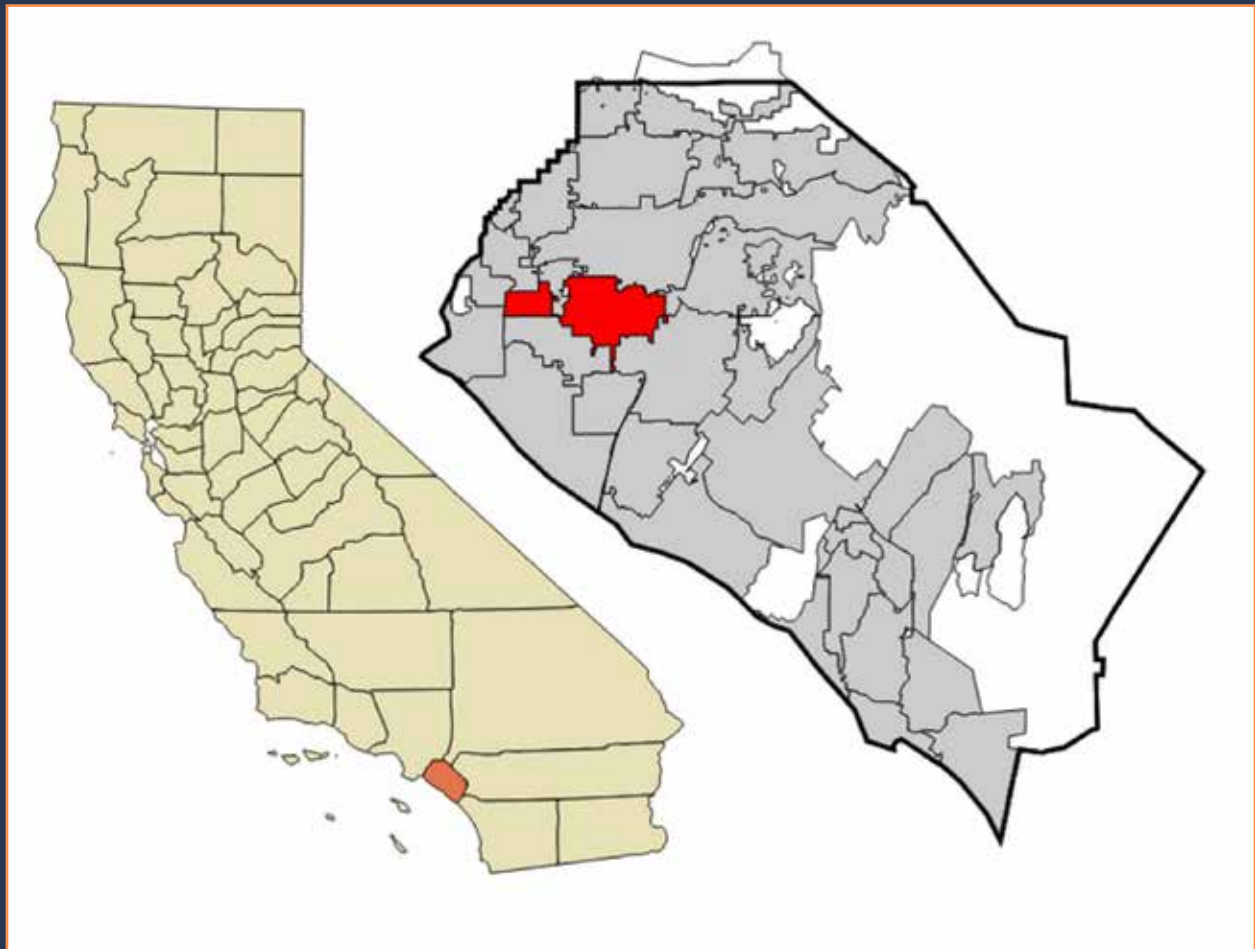


Table 7



CITY COMPARISON WITHIN CENTRAL SPA (TOTAL HOMELESS POPULATION):

These numbers underscore the critical role Garden Grove plays within the Central SPA response system, particularly with the operation of the CCNC—a low-barrier shelter operated in partnership with Westminster and Fountain Valley. Collectively, the Tri-Cities comprised of approximately 19% of the Central SPA’s unhoused population in the 2024 PIT Count, and the opening of the CCNC in June 2024 added 85 beds which increased the Tri-Cities’ shelter bed capacity by 94%.

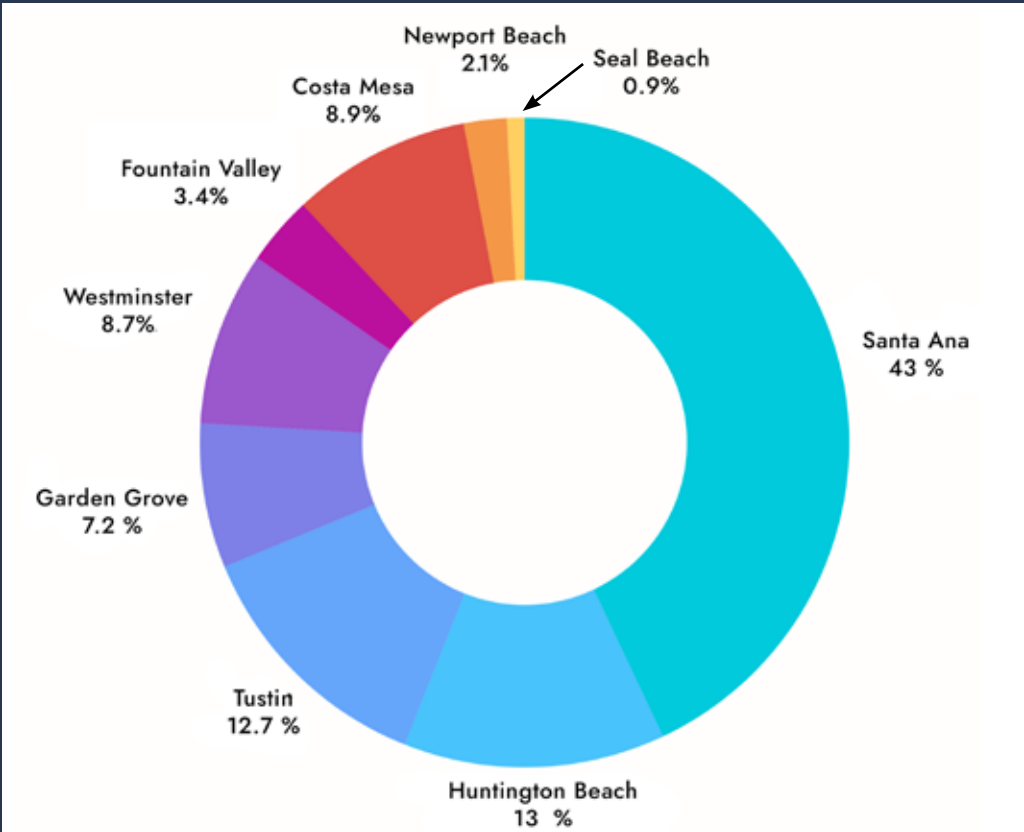


Table 8

CONCLUSION

The 2024 PIT Count confirms that while overall homelessness in Orange County is rising, Garden Grove has seen a measurable decline in its counted population, likely due to its proactive approach, shelter investments, and strategic partnerships. However, the data also underscores that housing affordability and regional service capacity remain critical vulnerabilities, particularly as Garden Grove continues to serve as a hub for Central SPA coordination. The updated Garden Grove Homelessness Strategy (2025-2030) aims to build on this momentum by enhancing services, expanding housing pathways, and improving long-term outcomes for individuals experiencing homelessness in the city and region.

2022

2022

ROADMAP

# OVERVIEW OF ACHIEVEMENTS

OVER THE PAST 5 YEARS

2020

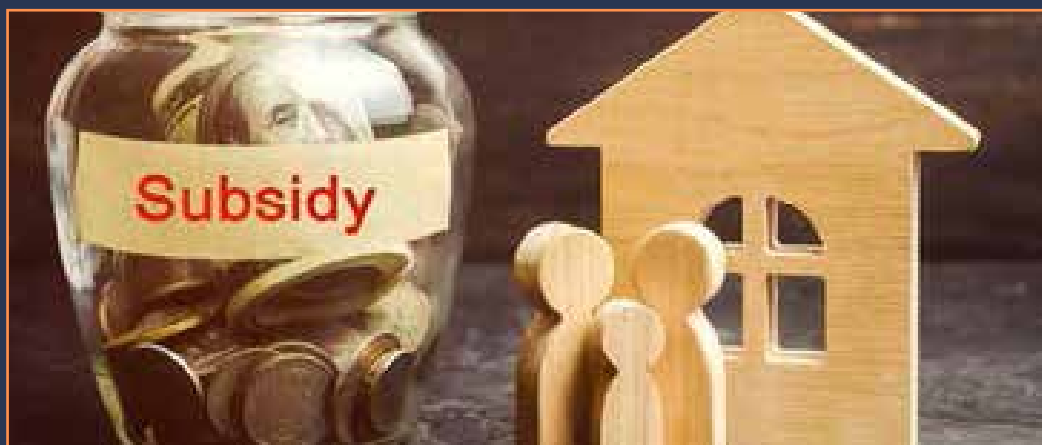
JUN  
2020



### EXPANSION OF SERVICE PROGRAMS DURING COVID-19

In June 2020, the City expanded services programs through one-time Emergency Solutions Grant CARES Act allocations from HUD totaling \$4,237,649, which assisted 329 unhoused individuals through street outreach, homelessness prevention, emergency shelter, and rapid rehousing activities.

NOV  
2020



### MAINSTREAM VOUCHER PROGRAM

In November 2020, the Garden Grove Housing Authority (GGHA) was awarded seventy-five (75) Mainstream Vouchers through the CARES Act to provide rental assistance to disabled unhoused or at-risk households. GGHA has achieved a ninety-six percent (96%) lease-up rate to date, demonstrating effective utilization and administration of this critical resource.



# Emergency Housing Voucher Program

MAY  
2021

## IMPLEMENTATIONS OF EMERGENCY HOUSING VOUCHERS

In May 2021, the GGHA was awarded 117 HUD Emergency Housing Vouchers to provide rental assistance to unhoused households. To date, the program has achieved an eighty-five percent (85%) lease-up rate, with continued focus on improving utilization and service coordination over the next five years.



MAY  
2021

## DEPLOYMENT OF BE-WELL MOBILE RESPONSE TEAM

In May 2021, City Council approved the Be-Well OC pilot program to deploy the Mobile Crisis Response Team to respond to and de-escalate situations such as mental health crisis, drug and alcohol use issues, proactive outreach to the unhoused, non-domestic violence/family disputes, and welfare checks. Since inception, the Be-Well Mobile Response Team has assisted 15,453 individuals.

OCT  
2022



### STUART DRIVE PERMANENT SUPPORTIVE HOUSING

Completion of the Stuart Drive Permanent Supportive Housing Development, which is City's first permanent supportive housing project. The project is located at 11742 Stuart Drive and provides rental housing and wrap-around supportive services to 8 unhoused households with a disabling condition.

APR  
2023



### LAUNCHING THE CALOPTIMA STREET MEDICINE PILOT PROGRAM

In April 2023, the City of Garden Grove launched the Street Medicine Program in partnership with CalOptima Health and Healthcare in Action, bringing medical care directly to individuals experiencing homelessness through a mobile medical unit. Since its inception, the program has enrolled up to 200 individuals at a time, meeting its active caseload goal, and has provided care to a total of 481 individuals across the community. In addition to medical services, the program has played a key role in housing stabilization efforts, successfully permanently housing 16 individuals through coordinated case management and housing navigation support.





## EVERYONE COUNTS 2024 Point In Time

JAN  
2024

### REDUCTION IN THE 2024 POINT-IN-TIME HOMELESS COUNT

Garden Grove saw a 39% decrease in its total unhoused population compared to 2022, marking a substantial decline driven by reductions across both the sheltered and unsheltered populations.



## CENTRAL CITIES NAVIGATION CENTER

JUNE  
2024

### CENTRAL CITIES NAVIGATION CENTER

In June 2024, the City completed the Central Cities Navigation Center, which is the City's first low-barrier emergency shelter for unhoused individuals. The City partnered with the Cities of Fountain Valley and Westminster to develop the 85-bed navigation center to support Garden Grove, Fountain Valley and Westminster residents experiencing homelessness.

# SWOT ANALYSIS

The City of Garden Grove, in collaboration with the Tri-Cities partners of Westminster and Fountain Valley, have made significant strides in addressing homelessness through its CCNC and broader System of Care. A recent evaluation conducted by homelessness and public health expert Susan Price offers a detailed picture of the current state of the system, highlighting its strengths, identifying areas of concern, and pointing toward key opportunities for strategic advancement. To ensure this strategic plan is grounded in both evidence and lived experience, the City engaged Ms. Price, who brings over 25 years of cross-sector expertise in public health, city and county management, and continuum of care operations.

## PROCESS AND COMMUNITY ENGAGEMENT

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Ms. Price was instrumental in shaping the strategic plan and included a rigorous, multi-pronged evaluation process:

- **Stakeholder Interviews:** In-depth interviews with key city leadership, law enforcement, service providers, and nonprofit organizations, including members of the Tri-Cities Collaborative were conducted. These interviews provided insights into both operational successes and system-level challenges.
- **Field Engagement:** Street outreach ride-along with police and nonprofit outreach teams were conducted along with a tour of the CCNC facility to observe frontline operations and client interactions in context.
- **Document and Contract Review:** A comprehensive review of key documents and policies—such as the CCNC’s protocols, MOU, City staff reports, partner contracts, were assessed, including comparative best practices analysis. The scopes of work and outcome reports for nine funded nonprofits were assessed, evaluating their alignment with the City’s goals and integration within the larger system of care.
- **SWOT Analysis:** A full Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was developed to provide a clear picture of where the system excels and where strategic improvements are needed. This analysis now forms a critical foundation for the plan’s direction.

## STRENGTH

- CCNC Operator
- Street outreach resources
- Tri-Cities collaboration

## WEAKNESS

- Access to behavioral health beds
- Silos in funding, communication and partnerships

## OPPORTUNITY

- Income and employment opportunities
- Communication and community engagement
- Integration with County resources

## THREAT

- Funding, capacity, and advocacy
- Housing opportunities for low-income residents

Table 9

# S

## STRENGTH

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The foundation of Garden Grove's current approach lies in its robust coordination infrastructure and experienced partners. The CCNC is operated by Volunteers of America (VOA), a provider with regional expertise and strong working relationships with the County of Orange. VOA's leadership, especially the program manager, has established a stable operational model that emphasizes client rapport; reducing incidents and enhancing program outcomes.

The City also benefits from dedicated street outreach resources, which are increasingly integrated with multidisciplinary teams that include law enforcement, city staff, street medicine providers, and mental health providers. This integrated approach is critical in supporting unsheltered individuals and connecting them to appropriate services.

Furthermore, the Tri-Cities collaboration serves as a cornerstone for system-wide impact. By leveraging the strengths and capacities of all three municipalities, the cities are better positioned to maximize service delivery, share resources, and promote collective success within the region and at the CCNC.

# W

## WEAKNESS

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Despite these strengths, several systemic challenges remain. Access to behavioral health services, particularly residential recovery and treatment beds for mental health and addiction, remains limited. This bottleneck severely restricts client transitions to stable recovery pathways.

Additionally, silos in communication, funding, and partnerships continue to fragment the response across city departments, nonprofits, and regional partners.

The lack of a structured communication strategy between the Tri-Cities and within city departments impedes coordination and impairs performance monitoring. These gaps are compounded by inconsistencies in collaboration and engagement, particularly with the Cities of Westminster and Fountain Valley.

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## OPPORTUNITIES

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Multiple opportunities have been identified to improve both programmatic outcomes and community engagement. Expanding income and employment initiatives for CCNC residents could significantly enhance clients' long-term self sufficiency.

Improving community engagement and transparency through quarterly Tri-Cities meetings, enhanced data dashboards, and clear feedback loops with stakeholders will strengthen trust and program alignment. Additionally, formalizing a communication strategy that includes daily bed availability updates, monthly operational meetings, and quarterly all-hands sessions would greatly enhance coordination across jurisdictions.

Further integration with County programs and resources represents a major strategic opportunity to increase the reach and impact of local efforts. By aligning more closely with regional initiatives, Garden Grove can leverage the broader systems of care to enhance service delivery, streamline client transitions, and access additional funding and technical expertise. Strengthening these connections will not only expand the range of available services for individuals experiencing homelessness but also create a more seamless, efficient, and coordinated regional response that benefits both clients and the broader community.

# T

## THREATS

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The system faces ongoing funding and capacity constraints, particularly in relation to housing development and treatment/recovery services. Without increased advocacy and regional alignment, the existing programs may struggle to meet growing demands.

The scarcity of housing opportunities for low-income residents is another pressing threat. Without sufficient permanent or supportive housing stock, clients exiting the CCNC face limited options, reducing the longterm efficacy of the shelter program.

This situational analysis makes clear that while the foundational elements for success are in place — dedicated staff, proven partners, and a clear mission & success will depend on strategic realignment, capacity building, and regional integration. By addressing current weaknesses and seizing the outlined opportunities, the City of Garden Grove and its Tri-Cities partners are well positioned to enhance their system of care and achieve sustainable, measurable outcomes in addressing homelessness.



# CORE VALUES

## VISION & MISSION STATEMENTS

**Vision:** Housing security is attainable for all.

This vision captures the City of Garden Grove's unwavering commitment to ensuring that every individual and family—regardless of circumstance—has access to safe, stable, and affordable housing. It reflects the belief that homelessness is not inevitable, but avoidable, through coordinated action, compassionate service, and a strong network of support systems.

We envision a future where housing is attainable for all that choose to pursue it and is the foundation that enables individuals to thrive. Guided by this vision, our strategic efforts focus on building an integrated system of care that removes barriers, promotes opportunity, and creates real pathways to housing stability.



**Mission:** To respectfully provide resources and dignity to those on their journey seeking housing security.

The City of Garden Grove's mission is rooted in a deep respect for the individuals and families we serve. Our approach acknowledges the humanity of those experiencing homelessness and centers on delivering support with empathy, equity, and care.

Through collaborative partnerships, person-centered services, and a commitment to continuous improvement, we aim to reduce barriers and build trust—ensuring that every step taken toward housing security is met with dignity and opportunity. This mission guides our work within the CCNC and the broader system of care, reinforcing our belief that each person's journey matters and deserves to be honored with compassion and respect.

## CORE VALUES/PILLARS

At the heart of Garden Grove's strategic response to homelessness are the values that guide our decisions and shape our system of care. We are committed to:

### DIGNITY & RESPECT

Treating every individual with compassion and honoring their lived experience.

### COLLABORATION & PARTNERSHIP

Working across sectors and jurisdictions to drive collective impact.

### INNOVATION & CONTINUOUS IMPROVEMENT

Embracing adaptive solutions to meet evolving needs.

### COMPASSIONATE SERVICE

Responding to homelessness with empathy, professionalism, and a holistic lens.



# OVERVIEW OF STRATEGIC GOALS



## GOAL 1: COMMUNICATION

Homelessness is a complex, dynamic, and deeply personal crisis—one that affects individuals, families, neighborhoods, and entire systems of care. Effective communication is not just helpful but it is absolutely essential to address homelessness. Communication is the foundation upon which coordination, compassion, and successful outcomes are built.



## GOAL 2: SERVICES

Addressing homelessness effectively demands a comprehensive, coordinated, and client-centered service delivery system that not only meets immediate needs but also creates real pathways to long-term stability and housing. Enhancing service delivery is essential to addressing homelessness because it transforms fragmented, reactive responses into proactive, strategic interventions that empower individuals and strengthen communities.



## GOAL 3: PARTNERSHIPS

Homelessness is a regional, multi-dimensional challenge that demands shared responsibility, collective resources, and unified action. Partnerships are the foundation of an effective homelessness response because they leverage diverse expertise, multiply impact, and create a stronger, more coordinated system of care.



## GOAL 4: QUALITY OF LIFE

At its core, homelessness is not just a housing crisis—it is a public health, public safety, and community well-being challenge. Ensuring that homelessness response efforts enhance quality of life for everyone—those experiencing homelessness, residents, businesses, and stakeholders—is essential for building a healthier, stronger, and more unified community.

# GOAL 1: COMMUNICATION

## ENHANCE COMMUNICATION AND COMMUNITY ENGAGEMENT

### OBJECTIVES

- Effectively share information with all stakeholders utilizing multiple modes of communication.
- Strengthen the Tri-Cities collaboration with proactive, unified messaging.

### KEY PERFORMANCE INDICATORS

1. Administer quarterly survey to partners and maintain a minimum score of 85% regarding communication satisfaction.
2. Track effectiveness of different communication channels (e.g. email, website, social media) to determine which channels are most effective.



## COORDINATION WITH PARTNERS

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Homelessness is a multi-jurisdictional challenge that requires synchronized action among cities, county agencies, service providers, law enforcement, healthcare teams, and the community at large. Clear, timely communication ensures that:

- Service providers are aligned on referrals, case management, and shelter operations.
- Tri-Cities collaboration between Garden Grove, Westminster, and Fountain Valley is consistent and effective.
- Outreach teams have real-time information on available resources like shelter beds or mental health services.
- Housing navigation is seamless, ensuring individuals move through the system without unnecessary delays.

## BUILDING COMMUNITY TRUST AND ENGAGEMENT

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Residents, businesses, and stakeholders need transparency to feel confident in the City's approach to homelessness. Proactive communication allows the City to share progress reports, successes, challenges, and timelines to stakeholders and provides an opportunity for the public to support efforts related to homelessness. Garden Grove can foster public understanding, reduce stigma, and encourage collective solutions rather than division. Community trust, once built, strengthens political and financial support for critical initiatives.

## ENHANCE CRISIS RESPONSE AND PUBLIC SAFETY

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Homelessness often intersects with public safety and health concerns, particularly related to street outreach, encampments, and behavioral health crises. Effective communication ensures:

- Rapid sharing of critical information between outreach teams, police, and mental health providers.
- Consistent messaging to residents and businesses during visible interventions.
- Reduce misunderstandings or fear when the City responds to sensitive situations.

## SUPPORT SYSTEM NAVIGATION FOR CLIENTS

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For individuals experiencing homelessness, navigating services can be overwhelming. Strategic communication ensures that clients:

- Understand how to access shelter, healthcare, employment, and housing services.
- Receive consistent messaging across all providers.
- Have clear points of contact and pathways to stability.



# GOAL 2: SERVICES

## ENHANCE SERVICE DELIVERY SYSTEM TO IMPROVE RESPONSE TO HOMELESSNESS

### OBJECTIVES

- Prevent at-risk individuals from becoming homeless.
- Find and connect homeless individuals with resources.
- Evaluate shelter operations for continuous improvement and efficiencies.
- Ensure shelter operator incorporates employment training and identifies income and benefit opportunities.

### KEY PERFORMANCE INDICATORS

1. Maintain a client satisfaction rating of 85% for successful client exits.
2. Track # of successful housing placements/exits.
3. Ensure 70% of clients are document ready within 90 days of entry into the CCNC.



## INTEGRATED RESPONSE TO HOMELESSNESS

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Homelessness is rarely caused by a single factor and often results from a number of complex challenges such as mental illness, substance use disorders, economic hardship, domestic violence, and systemic inequities. A fragmented approach cannot adequately address the challenges individuals experiencing homelessness face. Enhancing the service delivery system:

- Integrates housing, healthcare, mental health, substance use, employment, and social support services into a unified approach.
- Creates seamless pathways for individuals to move from crisis to stability.
- Reduces duplication and inefficiency making better use of limited resources.

## MORE EFFECTIVE CLIENT OUTCOMES

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Every day spent unhoused increases vulnerability to trauma, illness, and mortality. Fast and effective service delivery that connects individuals to shelter, healthcare, and housing will increase the chances of long-term recovery.

Enhancing service delivery:

- Streamlines intake and assessment processes to quickly match individuals to appropriate services.
- Strengthens case management and follow-up ensuring that no one falls through the cracks.
- Reduces unnecessary barriers that can delay or derail access to shelter, treatment, or housing.

An efficient and compassionate system can literally save lives by reducing the time people spend exposed to the dangers of homelessness.

## REDUCE SYSTEMIC BARRIERS

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Not all individuals experiencing homelessness face the same challenges. Youth, seniors, veterans, survivors of domestic violence, and people with disabilities each encounter unique obstacles in accessing services. Enhancing the service delivery system will allow programs to be tailored to meet the diverse needs of subpopulations, and prioritizes accessibility, cultural competency, and trauma-informed practices.

## BUILDS PUBLIC CONFIDENCE AND STRENGTHENS REGIONAL COLLABORATION

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The public and regional partners expect cities to deliver results: fewer encampments, more individuals housed, and improved community safety. A strong service delivery system demonstrates that the City is serious, professional, and effective in its homelessness response.

Enhancing the system:

- Shows measurable progress that can be shared with stakeholders and the community.
- Builds credibility with funding partners enabling the City to attract more resources.
- Facilitates regional alignment with Central SPA and County-wide efforts, maximizing collective impact.

# GOAL 3: PARTNERSHIP

LEVERAGE PARTNERSHIPS, FUNDING AND RESOURCES TO MAXIMIZE UTILIZATION TO THE BENEFIT OF CLIENTS

## OBJECTIVES

- Collaborate with regional partners to access resources.
- Maximize funding opportunities and leverage resources to increase housing opportunities.

## KEY PERFORMANCE INDICATORS

1. Increase the # of client services facilitated via partner referrals by 5% annually.
2. Increase grant and leveraged funding by 2% annually.



## EXPANDING CAPACITY AND EXPERTISE

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Garden Grove cannot—and should not—carry the entire burden of homelessness response alone. There are nonprofit organizations, public agencies, housing developers, healthcare providers, workforce development groups, and faith communities that specialize in key areas of need. By working in partnership, the City can build a more comprehensive and specialized system of care without duplicating efforts or overextending its resources.

## FUNDING COLLABORATION UNLOCKS GREATER RESOURCES

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Homelessness response is resource-driven. Successful strategies require sustained investment in shelter operations, outreach teams, case management, housing subsidies, infrastructure improvements, and more. Through strategic partnerships, Garden Grove can tap into federal, state, regional, and private funding streams that would otherwise be out of reach if pursued independently.

## CLIENT NAVIGATION AND SYSTEM EFFICIENCY

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From the perspective of someone experiencing homelessness, navigating a fragmented system is overwhelming and discouraging. Without collaboration between service providers, individuals often face repeat assessments, conflicting information and delayed access to services. Clients benefit from a seamless, coordinated system that treats their time, dignity, and needs with respect.

## REGIONAL ALIGNMENT INCREASES COLLECTIVE IMPACT

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Garden Grove is part of the Central SPA, and homelessness is a regional issue that spills across city boundaries. By working closely with Westminster, Fountain Valley, the County of Orange, and other Central SPA stakeholders, Garden Grove can align strategies, share resources, and amplify success.

# GOAL 4: QUALITY OF LIFE

IMPROVE QUALITY OF LIFE FOR GARDEN GROVE  
RESIDENTS, BUSINESSES, AND STAKEHOLDERS

## OBJECTIVES

- Evaluate policies and identify regional alignment opportunities.
- Encampment prevention through environmental design.
- Develop tools to enable real time communication and deployment of resources.

## KEY PERFORMANCE INDICATORS

1. Decrease # of public safety calls related to homelessness by 5% annually.
2. Maintain a minimum resident & business satisfaction score of 85% through statistically valid polling.





## COMMUNITY ENGAGEMENT

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Homelessness impacts more than just those experiencing it—it affects public spaces, parks, business corridors, residential neighborhoods, and civic engagement. If quality of life declines, community trust, safety perceptions, and economic vitality are all at risk. By valuing everyone’s well-being, the City ensures that homelessness response is not a zero-sum issue, but a community-building opportunity.

## A BALANCED APPROACH PROMOTES COMPASSION AND ACCOUNTABILITY

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Residents expect the City to balance compassionate services for individuals experiencing homelessness with accountability measures that protect public spaces and quality of life. Focusing on quality of life:

- Reinforces the City’s commitment to public safety, cleanliness, and neighborhood standards.
- Discourages unsafe or unhealthy conditions, such as unmanaged encampments, while still connecting individuals to appropriate resources.
- Prevents resentment and division by addressing community concerns alongside individual needs.
- Enables businesses to thrive enhancing the City’s tax base to reinvest back into the community.

A strategy that respects both the needs of the unhoused and the rights of the housed strengthens social cohesion and civic trust.

## BUSINESS AND ECONOMIC HEALTH

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Small businesses, retail corridors, and tourism contributes not only to the economy but to the identity and vibrancy of Garden Grove. Unchecked impacts from homelessness—such as visible street homelessness, public health issues, or customer safety concerns—can hurt local businesses and drive disinvestment. A thriving business community provides jobs, services, and social stability, which are vital to long-term homelessness prevention efforts.

## PUBLIC PERCEPTION SHAPES POLITICAL AND FINANCIAL SUPPORT

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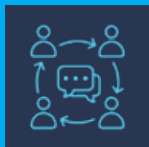
Homelessness response programs—especially shelters, supportive housing, and outreach expansions—often require public funding and political will. Public perception about whether these programs are “working” is directly tied to whether residents and businesses feel that quality of life is improving. When residents see that homelessness response efforts enhance, not erode, their neighborhoods, they are far more likely to engage, invest, and support ongoing initiatives.



# HOMELESSNESS STRATEGY SUMMARY

# 2025-2030 HOMELESSNESS

**Vision:** Housing Security is attainable for all.



## COMMUNICATION

### GOAL

Enhance communication and community engagement

### OBJECTIVES

Effectively share information with all stakeholders utilizing multiple modes of communication

Strengthen the Tri-Cities collaboration with proactive, unified messaging

### KPIs

Administer quarterly survey to partners and maintain a minimum score of 85% regarding communication satisfaction.

Track effectiveness of different communication channels (e.g. email, website, social media) to determine which channels are most effective.



## SERVICES

### GOAL

Enhance service delivery systems to improve response to homelessness

### OBJECTIVES

Prevent at-risk individuals from becoming unhoused

Find and connect unhoused individuals with resources

Evaluate shelter operations for continuous improvement and efficiencies

Ensure shelter operator incorporates employment training and identifies income and benefit opportunities

### KPIs

Maintain a client satisfaction rating of 85% for successful client exits.

Track # of successful housing placements/exits

Ensure 70% of clients are document ready within 90 days of entry into the CCNC.

# STRATEGY SUMMARY

**Mission:** To respectfully provide resources and dignity to those on their journey seeking housing security.



## PARTNERSHIPS

### GOAL

Leverage partnerships, funding and resources to maximize utilization to the benefit of clients

### OBJECTIVES

Collaborate with regional partners to access resources

Maximize funding opportunities and leverage resources to increase housing opportunities

### KPIs

Increase the # of client services facilitated via partner referrals by 5% annually.

Increased grant and leveraged funding by 2% annually.



## QUALITY OF LIFE

### GOAL

Improve quality of life for Garden Grove residents, businesses, and stakeholders

### OBJECTIVES

Evaluate policies and identify regional alignment opportunities

Encampment prevention through environmental design

Encampment prevention through environmental design

### KPIs

Decrease # of public safety calls related to homelessness by 5% annually

Maintain a minimum resident & business satisfaction score of 85% through statistically valid polling.