



City of Long Beach Encampment Resolutions: Case Study

August 2025



Photograph: Abt Global

Long Beach is a city within Los Angeles County (Exhibit 1). In 2023, Long Beach reported a total of 3,447 people experiencing homelessness, 71 percent of whom were experiencing unsheltered homelessness (2,456 people).¹ While the city experienced a slight decline in overall homelessness in 2024 (3,376 people), the number of people experiencing unsheltered homelessness remained almost constant (2,455).² The City of Long Beach's Homeless Services Bureau (HSB) serves people experiencing homelessness within the city's boundaries, many of whom are living in encampments. City officials recognized the need to develop new approaches for responding to and ultimately closing the growing number of encampments in Long Beach. In 2022, the City of Long Beach received an Encampment Resolution Funding (ERF)³ grant from the State of California's Interagency Council on Homelessness (Cal ICH) to implement an encampment

resolution in the East Anaheim Corridor near McArthur Park in the city's Cambodia Town neighborhood. At that time, HSB identified 46 people who were in smaller encampments across the several blocks surrounding the park. This resolution began in October 2022, moving 40 people from the encampments in motel rooms. The resolution ended in January 2024, serving a total of 53 people. In 2023, Long Beach received a second ERF grant to implement an encampment resolution in Downtown Long Beach, centered around Pacific Avenue and 1st Street near Lincoln Park and the Billie Jean King Library. As of April 2025, the second encampment resolution was still in progress. Both resolutions used a Housing First approach to move people staying in encampments indoors and then working to help them address challenges to obtaining and maintaining permanent housing.

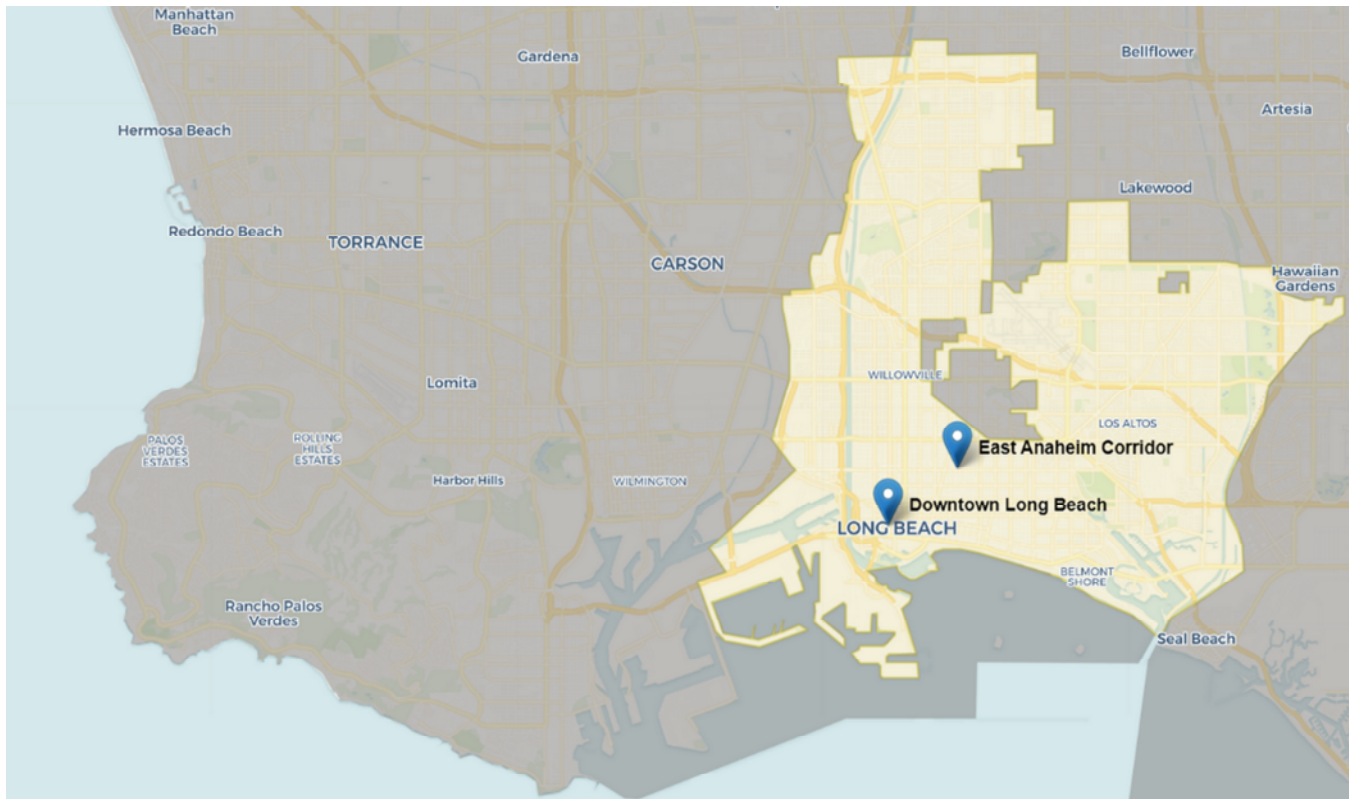
¹ City of Long Beach. *2024 Homeless Count*. Accessed at: https://longbeach.gov/globalassets/city-news/media-library/documents/2024_homeless-count_final

² City of Long Beach. *2023 Homeless Count*. Accessed at: [https://www.longbeach.gov/globalassets/homelessness/media-](https://www.longbeach.gov/globalassets/homelessness/media-library/documents/2023-city-of-long-beach-homeless-point-in-time-count-report)

[library/documents/2023-city-of-long-beach-homeless-point-in-time-count-report](https://www.longbeach.gov/globalassets/homelessness/media-library/documents/2023-city-of-long-beach-homeless-point-in-time-count-report)

³ California Department of Housing and Community Development. *Encampment Resolution Funding (ERF) Program*. Accessed on April 16, 2025 at <https://www.hcd.ca.gov/grants-and-funding/programs-active/encampment-resolution-funding-program>

Exhibit 1. City of Long Beach



East Anaheim Corridor Encampment Resolution

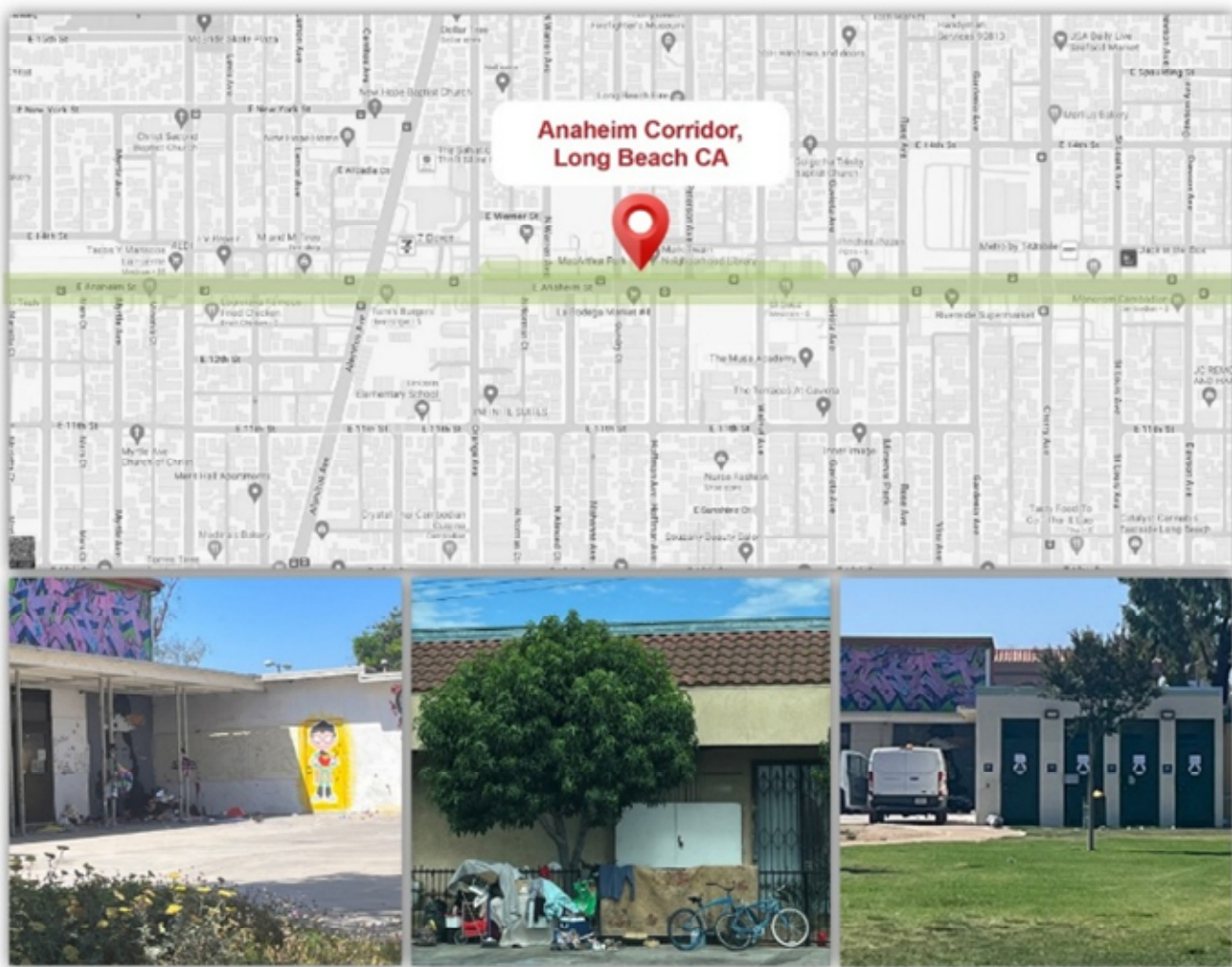
The East Anaheim Corridor is a Long Beach neighborhood located in Cambodia Town that includes MacArthur Park and the Mark Twain Neighborhood Library (Exhibit 2). Many people experiencing homelessness move through the corridor because of open space at the park, access to public restrooms in the park and library, and proximity to services at the Salvation Army, a homeless services provider. People experiencing homelessness staying in the corridor move their vehicles, tents, and personal belongings around frequently in response to encampment cleanings.

"MacArthur Park is a magnet, everyone who is homeless [in Long Beach] goes through there once."

—East Anaheim Corridor Resolution Participant

Local officials and homeless service providers prioritized this area for an encampment resolution due to the location, density, and health, safety, and environmental risks to encampment residents and patrons of the park and library (see Exhibit 3 for a summary of the resolution). ***The goal of the encampment resolution was to immediately offer 40 people living in the Anaheim Corridor encampment access to interim housing in a motel and connection to other services including long-term housing and case management.***

Exhibit 2. Long Beach’s East Anaheim Corridor



Source: Google Maps; Photographs: Abt Global

Exhibit 3. East Anaheim Corridor Encampment Resolution Summary

Encampment Location	East Anaheim Street Corridor in Cambodia Town, including MacArthur Park and the Mark Twain Library. Small encampments of tents and a few vehicles move around a few block radius. The surrounding area has a mixture of multi-generational homes, single-family apartments, and small businesses.
Encampment Size	46 people in tents and cars around neighborhood
Funding Sources	State of California Encampment Resolution Fund grant (non-congregate shelter, case management, support from other city departments including Parks and Public Works) Conrad N. Hilton Foundation three-year grant (mental health clinician, substance use counselor)
Lead Organization	Homeless Services Bureau (HSB), City of Long Beach
Key Elements of the Intervention	• No-barrier non-congregate shelter in a nearby motels • Connection to permanent housing and other resources via a case manager

Downtown Long Beach Encampment Resolution

Downtown Long Beach is the center of commercial business and entertainment in the city. Tourists frequent the area's many restaurants, hotels, shopping centers, entertainment venues, and beaches. In response to complaints by residents and business owners, the City of Long Beach and local homeless service providers directed significant resources to respond to homelessness downtown, with roughly 100 people staying in smaller encampments in the area. Long Beach is also preparing to host numerous events for the 2028 Olympics, which have increased pressure to address homelessness in the downtown area. The HSB received a second state ERF grant to respond to the large encampment in downtown Long Beach. This

encampment resolution began in July 2024 and focused on moving 80 people from the area surrounding the Billie Jean King Main Library and Lincoln Park (Exhibits 4 and 5).

Climate Change Affects People Experiencing Homelessness in Downtown Long Beach

A participant in the Downtown Long Beach resolution explained that he picked the Billie Jean King Library location to stay at night because the roof overhang would help keep him dry. He said that the marine layer in Long Beach is so much more prevalent than when he was a child, which made his blankets damper than he remembers. The weather has also been colder and wetter in the winter than he remembers experiencing as a child.

Exhibit 4. Downtown Long Beach Encampment Resolution Summary

Encampment Location	Area surrounding the Billie Jean King Main Library and Lincoln Park, near the end of LA Metro's A Line. People experiencing unsheltered homelessness had tents around the park and on the library property, as well as on the sidewalks of surrounding blocks.
Encampment Size	Approximately 100 people in tents around the downtown area
Funding Sources	State Encampment Resolution Grant, Round 2 (Window 2 and 3)
Lead Organization	Homeless Services Bureau (HSB), City of Long Beach
Key Elements of the Intervention	• No-barrier non-congregate shelter in the nearby Vagabond Inn • On-site case management and meals • Connection to rapid re-housing subsidy and housing navigation services • Substance use and mental health counseling

Exhibit 5. The Billie Jean King Main Library and Lincoln Park in Downtown Long Beach



Source: Map of Long Beach, Google Maps. Photographs: Abt Global

Key Activities and Services Provided

East Anaheim Corridor

In the late summer of 2022, the city's HSB outreach team began engaging people experiencing homelessness in the East Anaheim Corridor as part of the city's first encampment resolution. The team built upon the existing relationships the outreach workers

and Quality of Life (QOL) police officers⁴ had with encampment residents in the neighborhood. By October 2022, HSB identified 40 people from the area's encampments who were interested in housing and had been there for six months or longer based on data records and knowledge of outreach staff. HSB also stationed an outreach worker at the Mark Twain

⁴ Quality of Life officers receive specialized training to assist people experiencing homelessness in the community, including helping with outreach and conducting encampment clean-ups.

Library as an ongoing resource for people living in the encampments.

HSB secured the Hyland Inn, a 26-room motel located two miles north of MacArthur Park, as interim housing for resolution clients. The motel is located in a residential area, within close proximity to small businesses and chain restaurants.⁵ Once encampment residents arrived at the motel on a chartered city bus in December 2022, an HSB case manager completed check-in paperwork and conducted an informal assessment of their needs.

Hyland Inn



Photograph: Abt Global

The initiative's dedicated resolution case manager met with clients weekly during their stay at the motel and helped them to get housing ready. This included help with:

- Obtaining legal documents (i.e., identification, Social Security cards, benefits statements, bank account information);
- Referring to medical care;
- Applying for public benefits;
- Searching for permanent housing opportunities; and,
- Coordinating transportation.

⁵ A small number of clients from the East Anaheim Corridor moved into the Colonial Motel, a nearby motel where the City of Long Beach had contracted rooms to serve as interim housing.

End of Line Policy Contributes to Homelessness in Downtown Long Beach

The LA Metro's A light rail (also known as the Blue Line) runs from downtown Los Angeles to downtown Long Beach between 4 a.m. and 1 a.m. The Metro has an end-of-line policy that requires all riders to exit the train at the end of the night for maintenance and cleaning. Local officials and homeless service providers have noted that people experiencing homelessness often ride the LA Metro both to have somewhere to be during the day and to access homeless services in other locations. Metro reported that an average of 39 unhoused riders exited the last two trains every night, with no housing or services available at that time.¹ Housed Long Beach residents and business owners have expressed frustration with the Metro's end-of-line policy, saying it forces people experiencing homelessness who ride the metro to exit into Long Beach, though they may not ultimately want to stay in Long Beach. Each night, police officers and HSB's Mobile Access Center outreach workers partner to clear the trains and connect riders experiencing homelessness with resources. Downtown businesses and residents requested that LA Metro reconsider their end-of-line policy.

¹ Metro Board Report, Regular Board Meeting. February 23, 2023. Accessed at: <https://www.hcd.ca.gov/sites/default/files/docs/grants-and-funding/calich/erf-r2-rolling-city-of-long-beach-183.pdf>¹

The City deployed its Restorative Engagement to Achieve Collective Health (REACH) team to provide mental health care services to clients staying at the Hyland Inn as needed.

HSB intended to provide encampment resolution clients with six months of interim housing at the motel while working to transition them into permanent housing. When many clients remained at the Hyland Inn as the six-month period approached, HSB reallocated some of the state's ERF grant to extend the motel lease. Incremental extensions of the motel lease occurred from its initial end date in June 2023 until January 2024. During this ramp down period, the case manager worked with the remaining clients to create transition plans to help them move into permanent housing or other interim housing. On the last day of the program, January 31, 2024, 15 people remained at the Hyland Inn. Two people accepted the offer to move into emergency shelter, while the remaining 13 planned to return to the streets.

Despite the encampment resolution moving 40 people into interim housing and the subsequent clearing of remaining belongings of the Anaheim Corridor, small encampments have repopulated the East Anaheim Corridor. HSB outreach workers continue to conduct weekly street outreach in this area.

Vagabond Inn



Photograph: Abt Global

Similar to the East Anaheim Corridor resolution, HSB used data from the city's HMIS and outreach teams stationed in the downtown area to create a by-name list of people to participate in the Downtown Long Beach resolution. Sixty clients moved into the Vagabond Inn in June 2024. The Vagabond Inn is in a commercial area of downtown Long Beach, close to grocery stores and a laundromat.

Clients completed intake forms upon arrival at the motel and began meeting with case managers to create service and housing plans. Based on their experience with clients in the Hyland Inn who struggled with food insecurity, HSB delivers two meals a day from a local food service company to Downtown Long Beach clients staying at the Vagabond Inn. The Downtown Long Beach resolution also offers on-site mental health and substance use counseling to clients. A mental health counselor and Masters of Social Work intern visit the motel on Tuesdays and Thursdays to provide mental health counseling. A substance use counselor visits every Thursday to provide harm reduction supplies to clients, including Narcan, surgical gloves, hand sanitizer, sterile water, condoms, soap, lip balm, and petroleum jelly.

Based on their experiences with the East Anaheim Corridor encampment resolution, HSB increased the amount of interim shelter so that Downtown Long Beach clients can stay at the motel for up to 18 months. A shortcoming of the East Anaheim Corridor encampment resolution was that clients remained at the Hyland Inn for a long time attempting to access permanent housing. To better bridge that gap, HSB included in the ERF 2 grant resources to support 30 Downtown Long Beach clients with tapered rental assistance for a six-month period after they leave the Vagabond Inn.

Operation and Staffing

East Anaheim Corridor

For the East Anaheim Corridor resolution, one case manager supported all 40 clients. The case manager

stated that this was a very high caseload, especially when traveling from the main HSB offices to the motel to meet clients. At the Hyland Inn, the motel provided a 24-hour on-site manager for day-to-day management and two employees for weekly room cleaning. There was no on-site security, which left the on-site motel manager responding to client conflicts and enforcing the program's no visitors' rules.

While HSB planned to use mental health and substance use counselors to support clients in the Hyland Inn, the city was ultimately unable to staff these positions. The City of Long Beach posted job requisitions for these positions in early July 2023, nine months after the resolution began in October 2022 and six months after clients moved into the Hyland Inn in December 2022. Additional delays occurred due to the city's hiring policies and processes and a lack of applicants. The two positions were ultimately filled in October 2023, as the East Anaheim Corridor resolution ramped down, concluding in January 2024. The REACH team, which includes a public health nurse, mental health counselor and two outreach workers, stepped in to fill this gap while clients stayed at the Hyland Inn.

Downtown Long Beach

Based on experiences with East Anaheim Corridor resolution, HSB enhanced the staffing model for the Downtown Long Beach resolution. The second resolution effort has two dedicated case managers, although the case load remains high with 30 clients per case manager. The case managers spend time on-site at the Vagabond Inn. This resolution also has an on-site manager to help clients with needs that arise and serve as an on-site resource beyond the case managers. Similar to the Hyland Inn, the Vagabond Inn management provides a motel manager who has responsibilities for the motel facilities.

In response to challenges that arose at the Hyland Inn, the Vagabond Inn has a security guard present 24 hours a day. The security guard patrols the parking lot and two floors of the motel. The Vagabond Inn has two back doors leading to the alley where clients brought

guests in despite the visitor policy. The Vagabond Inn and HSB worked to reinforce the visitor policy by fencing off the back of the building where the two doors were located.

Funding/Cost

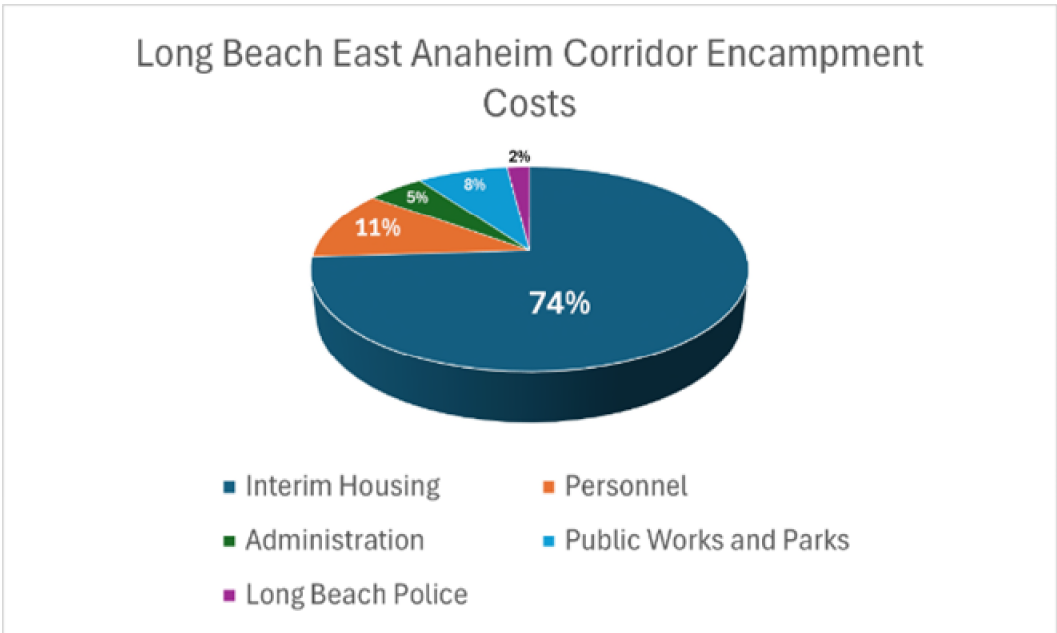
The East Anaheim Corridor encampment resolution had two funding sources: \$1,322,281 from the state's first round of ERF grant and \$1,335,000 from the Conrad N. Hilton Foundation. HSB planned to use ERF to support the case management and interim housing at the Hyland Inn, as well as enhanced patrol by the Long Beach Police Department's Quality of Life Officers, and additional cleaning of the encampment site by the Long Beach Public Works and Parks Department. The Hilton Foundation provided a grant to support mental health and substance use counselors as well as a mobile van to provide these services.

Given delays in hiring mental health and substance use counselors, some of the Hilton Foundation funding was re-allocated to provide security deposits for clients exiting the motel and moving into permanent housing. Additionally, HSB reallocated much of the funding that was intended to fund other city departments, including Parks, Public Works, and Police to extend the motel lease for seven months. Exhibit 6 shows the final expenditures for the East Anaheim Corridor by expense category.

More than 70 percent of the funding paid for interim housing for 16 months at the Hyland Inn. Approximately 11 percent of funding paid for the staffing. Ten percent of funding paid for the City's enhanced Parks, Public Works, and Police.

The City of Long Beach received a second ERF grant totaling \$5,330,545 for the Downtown Long Beach encampment resolution. As of April 2025, the resolution was ongoing, and therefore we cannot report on its final expenditures.

Exhibit 6. Long Beach East Anaheim Corridor Expenditures



Client Characteristics

Data from the City of Long Beach’s Homeless Management Information System (HMIS) provides information on the East Anaheim Corridor and Downtown Long Beach client characteristics. The two resolutions served a total of 129 people, 53 in the East Anaheim Corridor and 76 in Downtown Long Beach.

The East Anaheim Corridor resolution served 53 people. Among clients in the East Anaheim Corridor, 54 percent identified as male, 44 percent as female, and 2 percent as trans or gender non-conforming. About two-thirds (64 percent) of the East Anaheim Corridor clients were Black, 17 percent were white, and 19 percent identified as another race/ethnicity or multiracial. Over half of clients were age 25–54, with

38 percent age 55 to 64. Eight percent were age 65 and over, with only one transition-age youth, age 18–24. Two clients were veterans.

The Downtown Long Beach encampment served 76 people as of January 2025. In Downtown Long Beach, 59 percent of participants identify as male and 41 percent identify as female. Almost half (46 percent) are Black, about one-third (31 percent) are White, 19 percent are another race or ethnicity or multiracial. Only four percent are Hispanic/Latino. About two-thirds of Downtown Long Beach clients (67 percent), are ages 25 to 54, while 21 percent are 55 to 64 and 12 percent were age 65 and over. Two clients are veterans. Comparing the two resolutions, East Anaheim Corridor clients were more likely to be Black and older than clients in Downtown Long Beach.

Exhibit 7. Long Beach Encampment Resolution Client Demographic Characteristics

	East Anaheim Corridor	Downtown Long Beach
Total Clients	53	76
Gender		
Female	23 (44%)	31 (41%)
Male	28 (54%)	45 (59%)
Transgender or Gender Non-Conforming	1 (2%)	0
Race/Ethnicity		
Hispanic/Latino	0	3 (4%)
White (non-Hispanic)	9 (17%)	23 (31%)
Black (non-Hispanic)	33 (64%)	34 (46%)
Other (including multiracial)	10 (19%)	14 (19%)
Age (in Years)		
18 to 24	1 (2%)	0
25 to 54	28 (53%)	51 (67%)
55 to 64	20 (38%)	16 (21%)
65 and over	4 (8%)	9 (12%)
Veteran	2 (4%)	2 (3%)

Source: City of Long Beach Homeless Management Information System (HMIS) records.

Note: Sums may not equal 100 due to rounding.

Length of Stay and Exits

Since the East Anaheim Corridor resolution has ended, data on program length of stay and exit destinations is available (see Exhibit 8). Fifteen percent of clients stayed 3 to 6 months, 29 percent stayed 6 to 12 months, and 44 percent stayed 12–18 months. Clients who were male tended to stay in the motel longer, with half of men staying between 12 and 18 months, compared to 39 percent of women. People aged 55 to 64 stayed at the motel the longest, with 37 percent staying 6 to 12 months and 58 percent staying 12 to 18 months.

Twenty-five percent of East Anaheim Corridor clients exited to some type of permanent housing and 35 percent exited to temporary housing situations including emergency shelter, hotels/motels, staying with family or friends, or transitional housing. Thirty-eight percent exited back to living on the street or a place not meant for habitation.

While the Downtown Long Beach resolution is still ongoing there have been some exits from the Vagabond Inn due to behavioral issues and repeated violations of the guest policy. Clients received warnings for violations of the client agreement signed during intake, however, repeated violations resulted in exits from the program.

Exhibit 8. East Anaheim Corridor Encampment Resolution Length of Stay in Hyland Inn

	0-1 Months	1-3 Months	3-6 Months	6-12 Months	12-18 Months	18+ Months
All Clients (N=52)	2 (4%)	3 (6%)	8 (15%)	15 (29%)	23 (44%)	1 (2%)
Gender (N=52)						
Female	1 (4%)	0	6 (26%)	6 (26%)	9 (39%)	1 (4%)
Male	1 (4%)	2 (7%)	2 (7%)	9 (32%)	14 (50%)	0
Trans or Gender Non-Conforming	0	0	0	0	0	0
Race/Ethnicity (N=51)						
Hispanic/Latino	0	0	0	0	0	0
White (non-Hispanic)	1 (11%)	1 (11%)	0	2 (22%)	5 (56%)	0
Black (non-Hispanic)	0	1 (3%)	5 (15%)	13 (39%)	13 (39%)	1 (3%)
Other (including multiracial)	1 (11%)	0	3 (33%)	0	5 (56%)	0

	0-1 Months	1-3 Months	3-6 Months	6-12 Months	12-18 Months	18+ Months
Age, in Years (N=51)						
18 to 24	0	0	1 (100%)	0	0	0
25 to 54	2 (7%)	2 (7%)	6 (21%)	6 (21%)	11 (39%)	1 (4%)
55 to 64	0	1 (5%)	0	7 (37%)	11 (58%)	0
65 and Over	0	0	1 (25%)	2 (50%)	1 (25%)	0

Source: City of Long Beach Homeless Management Information System (HMIS).

Note: For all characteristics, population is restricted to clients who exited the program. For a given characteristic, Ns vary due to missing responses. Program length of stay was measured in days. "0-1 months" corresponds to 0-30 days; "1-3 months" corresponds to 31-90 days; "3-6 months" corresponds to 91-180 days; "6-12 months" corresponds to 181-360 days; "12-18 months" corresponds to 361-540 days; and "18+ months" corresponds to 541+ days. Percentages are percent of row. Sums of percentages across rows may not equal 100% due to rounding.

Exhibit 9. City of Long Beach – Anaheim Corridor Client Exit Destination

City of Long Beach – Anaheim Corridor	
Total Clients	52 (100%)
Remained Homeless	
Place not meant for habitation (e.g., a vehicle, an abandoned building, bus/train/subway station/airport or anywhere outside)	20 (38%)
Permanent Housing Situations	
Rental by client, with ongoing housing subsidy	13 (25%)
Rental by client, with no ongoing housing subsidy	0
Temporary Housing Situations	
Emergency shelter, including hotel or motel paid for with emergency shelter voucher, Host Home shelter	8 (15%)
Hotel or motel paid for without emergency shelter voucher	1 (2%)
Staying or living with family, temporary tenure (e.g., room, apartment, or house)	2 (4%)
Staying or living with friends, temporary tenure (e.g., room, apartment, or house)	3 (6%)
Transitional housing for homeless persons (including homeless youth)	4 (8%)
Institutional Situation	
Hospital or other residential non-psychiatric medical facility	0
Jail, prison, or juvenile detention facility	1 (2%)
Psychiatric hospital or other psychiatric facility	0

Source: City of Long Beach Homeless Management Information System (HMIS)

Note: Sums may not equal 100 due to rounding.

Client Experiences

Clients enjoyed having a safe space to store their belongings, access to private bedroom and bathroom, and cleaning services. Non-congregate shelters such as the Hyland and Vagabond Inns are often preferred by clients coming from unsheltered locations due to a sense of safety and increased privacy. Clients from both the East Anaheim Corridor and Downtown Long Beach encampment resolutions described having positive experiences staying in the motels, though several described that it takes time to adjust to living indoors again. Clients would have liked other services such as laundry facilities and quiet areas. The East Anaheim Corridor resolution also did not offer meals, which some clients cited as a hardship. A participant in the Downtown Long Beach resolution noted the lack of on-site laundry as a challenge.

Both Long Beach staff and clients described challenges with access to mental health care and staff faced challenges in serving clients with severe mental illness. In interviews with the study team, clients at the Hyland Inn cited “drama” and noise from other clients, and facing difficulties with their own substance use recovery due to substance use by other clients. Case managers cited a need for on-site mental health and related substance use services to better help clients in maintaining their housing and recovery.

The uncertainty surrounding how long the interim housing would continue caused anxiety for both clients and staff. Due to challenges that East Anaheim Corridor clients faced in obtaining permanent housing, the HSB extended the lease at the Hyland Inn several times. The extensions were made incrementally, which resulted in some confusion and anxiety among clients not knowing if they would be able to continue to stay at the motel or if they would return to homelessness. Staff also cited

challenges with the changing timeline, not knowing how long they had to support clients and to pursue potential housing opportunities.

“It’s really wonderful to have a shower every day, soap and water every day, so wonderful.”

—East Anaheim Corridor Participant

“The motel saved my life.”

— East Anaheim Participant

“The transition to the motel was hard. So far, I’ve slept in the bed only six times. Usually, I sleep in the chair and with my shoes on, it feels safer. But there’s lots of violence still at the motel. Though overall, the motel does feel safer than the park.”

— East Anaheim Corridor Participant

Intervention Successes and Challenges

Successes:

The two Long Beach encampment resolutions had success in moving people quickly from encampments into interim housing at local motels. Dedicated resources such as outreach staff and interim housing sites resulted in successful engagement with encampment residents and moving people inside quickly. The HSB also collaborated with multiple city agencies to coordinate the encampment response and flexible funding from ERF and the Hilton Foundation meant that HSB could reallocate funding for continued interim housing.

- **Successful engagement with people living in the encampment.** HSB outreach workers were able to successfully engage people living along the East Anaheim Corridor and in Downtown Long Beach. In both locations, outreach workers visited the encampments a few times a week, building relationships with people. Staff created by-name lists to identify people who had been living in the

area and for how long to help prioritize them for moving indoors.

- **Moving a large number of people indoors.** Despite the perception that people experiencing chronic or persistent homelessness would be hesitant to move indoors, both resolution efforts quickly moved clients into interim housing at local motels. While at the motels, many clients reported feeling secure and safe compared to living in the encampment, though some clients needed time to adjust to living indoors again.
- **Participation in case management.** Clients in both programs successfully participated in case management, where resolution-focused case managers connected them with other supports such as medical care and transportation, and helped them secure eligibility documentation for other interim or permanent housing options.
- **Collaboration with different city departments.** Through both resolutions, the Homeless Services Bureau (HSB) worked with other city agencies to help move people indoors from the targeted encampments. For the East Anaheim Corridor resolution, HSB staff leveraged the Long Beach Interdepartmental Team (IDT), that includes the city Departments of Public Works; Police; Parks, Recreation, and Marine; and Library Services. The Public Works department increased cleaning efforts during both engagement and after people moved into the Hyland Inn. The Police Department increased the involvement of Quality of Life officers in the neighborhood leading up to the resolution and during engagement activities. The Library Services Department partnered to host a homeless outreach worker at the MacArthur Library as an ongoing resource for people experiencing homelessness in the neighborhood. In addition to these City partnerships, HSB also worked with the Housing Authority of the City of Long Beach to prioritize people in the East Anaheim Corridor encampment for Emergency Housing Voucher, then for Stability Vouchers.

For the Downtown Long Beach resolution, HSB again partnered with Public Works to conduct cleanings of encampments in the area. Given the location of the encampment next to the Billie Jean King Library, the city's second resolution also involved the City's Library Services Department.

- **Flexible funding allowed for the extension of housing resources for East Anaheim Corridor resolution clients.** The planned six months of non-congregate shelter at the Hyland Inn for the resolution clients proved insufficient. The complex needs of resolution clients combined with the lack of available long-term housing subsidies meant that finding housing for clients was more time-intensive than initially assumed. Given the flexible nature of ERF funding, HSB was able to reallocate grant resources to support additional months of non-congregate shelter and on-site case management. This additional time likely helped some resolution participants successfully enter permanent housing or move to another form of temporary housing, as opposed to returning to the street.

"My voucher expired. I thought I could find an apartment on my own, but I couldn't communicate with people myself. I told [my case manager] how hard it is. I am now applying for a voucher again. I don't know how to complete forms on my own, so now I get help [from my case manager]. I feel better about asking for and accepting help now, but I try to only call [my case manager] when it's an emergency."

—East Anaheim Corridor Participant

Challenges:

Both resolution efforts faced challenges around insufficient staffing, providing mental health and substance use services to clients, and moving clients into permanent housing. While the encampment resolution was successful in engaging clients, both clients and HSB staff described challenges with case

management and not enough mental health and substance use services. Challenges with case management and substance use services were complicated by the city's delayed hiring process, resulting in fewer staff positions filled than planned for. Similar to other areas across Los Angeles County, Long Beach does not have sufficient permanent housing options for people exiting homelessness.

- **Insufficient staffing.** Both resolutions struggled with case management staffing. With only one case manager for the East Anaheim Corridor resolution, it was challenging to meet the needs of 40 clients. Initially, the case manager worked off-site and also had other job responsibilities. When interviewed, the case manager stated that the high caseload (1 case manager to 40 clients) made addressing client needs difficult, especially given the complex mental health challenges, drug use, and life skill needs of clients. The case manager shifted to being on-site which helped some, but the continued high caseload proved challenging.

While HSB hired an additional case manager for the Downtown Long Beach resolution, the caseloads were still high at 30 clients per case manager. Case management occurred on-site at the motel. However, case managers cited challenges in completing paperwork and other follow-up tasks because clients often stopped by their office for assistance with day-to-day issues, like losing keys or interpersonal conflicts. Also, early in the Downtown Long Beach resolution, both case managers resigned within a period of weeks. The first case manager resigned after an incident with a client. Shortly after, the second case manager left to pursue another vocation. HSB outreach staff filled in as case managers until new case managers were hired in November 2024. Best practices in supportive services show that a case load of 1 case manager to 20 clients is more ideal for high acuity clients.

Another challenge was the lack of security at the Hyland Inn. With no security staff at the Hyland Inn, the on-site motel manager had to respond to client conflicts and enforce motel rules. The Vagabond Inn had one security guard present 24 hours a day, but HSB staff explained could have benefited from additional security staffing given the larger property with multiple entrance points.

- **Inadequate mental health and substance use services.** Staff at both encampment resolutions cited inadequate mental health and substance use services given the high needs of their clients. When mental health and substance use counselors positions could not be filled quickly, HSB supplemented other mental health and substance use counselors for clients at the Hyland Inn. For the Downtown Long Beach resolution, the level of need for mental health and substance use support exceeded the availability of staff and their qualifications. Staff described a need for a psychiatrist that could write prescriptions to support more intensive diagnoses. Finally, while a substance use counselor regularly visited the Vagabond Inn, the focus was on harm reduction practices. The case managers expressed concern that in addition to harm reduction, there was not a broader approach to substance use assistance for clients, such as regular counseling.
- **Staff hiring processes.** As noted above, hiring a mental health and substance use counselor for the East Anaheim Corridor Resolution presented challenges. Because the City of Long Beach was the ERF and Conrad N. Hilton Foundation grantee, the hiring process had to follow city guidelines. This resulted in a protracted process to get approval for job descriptions, then post the descriptions, and then follow interviewing and hiring practices. The delays in this process resulted in the positions not being filled for the first encampment resolution.

- ***Difficulties moving clients into permanent housing.*** Placing clients in permanent housing proved challenging for East Anaheim Corridor resolution. Like many areas across Los Angeles County, Long Beach has a shortage of subsidized permanent housing. While HSB planned for clients to receive HUD Emergency Housing Vouchers, the vouchers were not available to East Anaheim Corridor clients as they had already been distributed to other eligible households in the city. As a result, clients remained at the Hyland Inn waiting for an available long-term housing subsidy. The City of Long Beach had approximately 70 permanent supportive housing units come online in August 2023 and The Housing Authority of the City of Long Beach (HACLB) committed their allocation of Stability Vouchers to the East Anaheim Corridor resolution clients. However, the clients struggled to find available housing in which to use the voucher given the challenging rental market in Long Beach.

In anticipation of this same challenge arising with Downtown Long Beach resolution clients, HSB included funding for time-limited rapid re-housing subsidies. This rental assistance is intended to provide bridge rental assistance for clients to exit the Vagabond Inn and enter market-rate housing while the client is on a waiting list for permanent housing. Time-limited, rapid-rehousing subsidies are more flexible in a challenging rental market than federal vouchers, however, they cannot be a permanent source of support for clients since they are time-limited. Hopefully clients at the Vagabond will have better success at securing a rental unit in Long Beach compared to clients at the Hyland Inn.

The full study report along with other case studies can be found on the [Conrad N. Hilton Foundation website](#).

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