



# City of Santa Barbara California

## PLANNING COMMISSION STAFF MEMO

**REPORT DATE:** October 9, 2014  
**AGENDA DATE:** October 16, 2014  
**PROJECT ADDRESS:** 816 Cacique & 110 S. Quarantina Streets  
**TO:** Planning Commission  
**FROM:** Planning Division, (805) 564-5470  
 Renee Brooke, AICP, Senior Planner *RLB*  
 Kelly Brodison, Assistant Planner *KB*

### I. STATUS REPORT

Casa Esperanza is a Homeless Shelter located at 816 Cacique Street, with thirteen parking spaces on site and twenty off-site parking spaces located at 110 S. Quarantina Street. The facility operates within the parameters of a Conditional Use Permit (CUP) originally approved in 1999. A complete outline of the history of the CUP is provided in Exhibit A. One of the conditions of approval requires the facility to provide progress reports to the Planning Commission every two years. The purpose of this report and meeting is for Casa Esperanza to provide its Two-Year Progress Report on the operation of the Homeless Shelter, as required by Condition II.F. of Planning Commission Resolution 008-09, which states:

*"The operator shall return to the Planning Commission two (2) years from the date of the project occupancy and every two (2) years thereafter, to report on condition compliance, the overall operation of the facility, complaints received and the operator's response to those complaints, parking usage and any other items of concern that may arise. During the first two-year period, use of the parking area shall be monitored to assure that there is adequate parking for the project."*

### II. DISCUSSION

A complete summary of Casa Esperanza's operations during the previous two years and the facility's condition compliance, as required by the condition of approval, is provided as an attachment to this report (Exhibit B).

Since the last status report the facility has transitioned to a sobriety based program, eliminating services to any persons under the influence of drugs and/or alcohol. The Day Center and Community Kitchen lunch program have also been eliminated. These operational changes have reduced impacts to the surrounding area in terms of police calls for service, response, and law enforcement activity in the Milpas Street corridor.

It should be noted that although these operational changes have occurred and certain programs have been eliminated from current operations, the CUP would still allow these programs to return in the future, as they fall within the parameters of the original CUP.

**A. Populations Served**

During the last two years, Casa Esperanza served the homeless population as follows:

	<u>2012-2013</u>	<u>2013-2014</u>
Transitional/Medical Program Bed-nights	19,011	20,696
Winter Shelter Bed-nights	21,581	21,559
Day Center Intakes (365 days)	1,714	783
Number of clients placed into housing	316	107

**B. Milpas Action Task Force**

As stated in previous updates, the Milpas Action Task Force (MATF) was created in 2004 and is currently comprised of community members, business owners, City representatives, and Casa Esperanza Board members and management. Please see the attached report submitted by the MATF (Exhibit C). In the past, concerns have been raised regarding the functionality and communication among members of the MATF. Subsequent to the last update in 2012, the City retained a facilitator to assist the MATF. The facilitator, John Jostes, was tasked with assisting the MATF to re-focus its purpose and improve its productivity and functionality by outlining the goals and responsibilities of the task force.

The Planning Commission received a follow-up presentation from the facilitator at its lunch meeting on June 13, 2013. There were several positive outcomes as a result of the mediation, which are included in the letter from John Jostes, dated March 14, 2013 (Exhibit D).

**C. Police Report**

Nuisance crimes typically associated with homeless individuals include alcohol violations, illegal camping, panhandling, trespassing, urinating in public, possession of shopping carts, and disturbing the peace. The Police Department has provided a report (Exhibit E) on the number of calls for service and offense reports commonly associated with these types of crimes. As shown in the charts provided within that exhibit, while nuisance criminal activity has gone up citywide, the number of calls has decreased in the beachfront and Milpas corridors, which are the two areas directly adjacent to the Casa Esperanza facility.

**III. CONDITION COMPLIANCE**

In 2012, the City received a complaint alleging that Casa Esperanza was operating in violation of its CUP conditions of approval. The City conducted a thorough investigation into the specific allegations. The main issues in the complaint were related to neighborhood communication and outreach, and patrolling of the neighborhood. These issues were

specifically addressed in Conditions A.9, A.10 and A.11 of Planning Commission Resolution 008-09 (Exhibit F).

After the investigation was completed, Staff determined that Casa Esperanza was operating in compliance with all the conditions of approval of the CUP. The finding of compliance was based on the notable improvement in Casa Esperanza's operations subsequent to the complaint being filed. In order to remain in compliance with the conditions of approval and continue to foster positive relations in the neighborhood, Staff clarified several of the operating procedures for Casa Esperanza, discussed below.

**Condition A.9: Neighborhood Communication.** This condition states that Casa Esperanza shall regularly meet with neighborhood representatives in order to handle issues and concerns regarding its operations. The Milpas Action Task Force (MATF) is the forum for these meetings and must include representatives from area property owners, businesses and residents, and the City of Santa Barbara and Casa Esperanza staff. Although Casa Esperanza was participating in regular MATF meetings and found to be in compliance with this condition, the task force was not successful in achieving the goals originally set forth. As mentioned above, in 2012, the City hired John Jostes as a facilitator to work on the effectiveness of the MATF. His role was to help the MATF re-focus its purpose and improve its productivity by assisting the group in outlining the goals and responsibilities of the task force. He began by focusing on the organization, membership, voting, and general ground rules of the MATF. John Jostes worked with all MATF members and as a result, the infrastructure and effectiveness of the group has improved dramatically.

**Condition A.10: Neighborhood Outreach.** This condition states that the staff of Casa Esperanza shall conduct daily patrols throughout the neighborhood, contact businesses and residents, and provide the name of a contact person from Casa Esperanza should any issues arise. In the past, Casa Esperanza has complied with this condition primarily through the Step-Up team, which consists of four members that reside at Casa Esperanza, and secondarily by Casa Esperanza staff. The three neighborhood areas, or outreach segments, are identified on the map provided as Exhibit G.

In 2012, the City reviewed compliance with this condition and mandated that Casa Esperanza contact at least ten business and/or residents per week, and confirm this by reporting at least three documented contacts within each outreach segment, each week. Additionally, Casa Esperanza is required to visit each segment more than once per week; have appropriate supplies (e.g., flyers) to properly conduct the outreach, and; provide the facility's Complaint Log to MATF at least quarterly. It was also recommended that Casa Esperanza establish a single dedicated complaint line.

In addition to the above requirements, Casa Esperanza continues to have a security guard who conducts hourly rounds in the high traffic areas of the neighborhood on a daily basis, and reaches out to businesses in that zone. There is also monthly canvassing where staff and volunteers reach out to all businesses and residences in the different segments to inquire about any homeless-related issues they may be having.

**Condition A.11: Neighborhood Watch/Patrol.** This condition states that Casa Esperanza shall conduct a neighborhood watch and clean-up patrol within the area defined in the condition

above. Casa Esperanza has continued to use the Step Up program to meet this condition. This group has been responsible for litter clean-up, observing homeless activities in the area, and enforcing the facility's Code of Conduct. In 2012, The City determined that Casa Esperanza was in compliance with this condition. Staff emphasized the importance of the neighborhood watch and patrol, and required the continued use of the Daily Log and Check List. Casa Esperanza is also required to provide regular reports at MATF meetings on the consequences for non-compliant clients.

Members of the Step-Up team, as well as the security guard, pass out flyers and make contact with vulnerable and homeless individuals who may be in need of housing and services. This effort aids in getting people into housing programs and services in an effort to get them off the street, and provides information and advises of the behavior expected in the neighborhood as it relates to Casa Esperanza's code of conduct.

#### IV. CONCLUSION

Casa Esperanza continues to be in compliance with the conditions of the CUP. Casa Esperanza staff and board members continue to participate in the Milpas Action Task Force, which has shown significant improvements in its functionality and productivity since 2012. The facility continues to provide neighborhood communication and services that comply with the Neighborhood Communication, Neighborhood Outreach, and Neighborhood Watch conditions. The Santa Barbara Police Department has reported that nuisance crimes typically associated with homeless individuals have decreased in the Milpas corridor since the last status report.

#### Exhibits:

- A. Casa Esperanza CUP and Status Report History
- B. Casa Esperanza Progress Report from David Tabor, September 15, 2014
- C. MATF Report dated September 12, 2014
- D. Letter from John Jostes, dated March 14, 2013
- E. City of Santa Barbara Police Department Report dated September 11, 2014
- F. Planning Commission Resolution No. 008-09
- G. Neighborhood Outreach/Neighborhood Watch & Patrol Map

**CASA ESPERANZA**  
**(816 Cacique & 110 S. Quarantina Streets)**  
**PERMIT HISTORY**

**Original Conditional Use Permit**

On September 30, 1999, the Planning Commission approved the original Conditional Use Permit (CUP) for Casa Esperanza. This CUP included two phases. Phase 1 consisted of the conversion of an existing 13,536 square foot furniture store into a homeless day center, an emergency homeless winter shelter for up to 230 people, and a year-round shelter for up to 30 people. Phase 2 consisted of adding an 11,856 square foot second story within the building shell with no change in total occupancy. It also added a daily lunch service for up to 200 people and a detox facility for up to 14 people. A parking modification was approved to allow a total of thirty-nine (39) parking spaces, instead of the required 120 spaces: 13 on-site at 816 Cacique Street, and 26 at 712 Cacique Street for staff and volunteers. These off-site spaces were within 720 feet, walking distance, of the facility. The CUP required regular reports on the operations of the facility to the Planning Commission every two years. In October 1999, the Planning Commission's approval of the CUP was appealed to City Council by area neighbors; however the appeal was withdrawn after agreements were reached that limited the average shelter occupancy during winter operation to 190 occupants, limited the number of breakfast and dinners served to shelter occupants, and limited the number served at lunch.

**Amendment to Conditional Use Permit**

On May 17, 2001, the Planning Commission approved an amendment to the original CUP to relocate the off-site parking from 712 Cacique Street to 110 S. Quarantina Street and reduce the total number of spaces to 25 spaces (13 spaces on-site and 12 spaces off-site).

**Two-Year Report - 2001**

On December 20, 2001, the Planning Commission received the first two-year report on the project. The Commission provided positive comments regarding the number of people who have found permanent homes as a result of the comprehensive nature of the program at this location, thanked the applicant for the comprehensive report which was included in the Staff report, appreciated that problems are being addressed and resolved as they occur, recognized those who initially opposed the shelter, yet have found ways to participate and be involved in this cause, focused on being responsive to the local merchants and businesses in the area.

**2<sup>nd</sup> Amendment to Conditional Use Permit**

On December 11, 2003, the Planning Commission approved an amendment to the CUP to increase the year-round shelter from 30 to 100 beds. The project's additional clients in the year round shelter program would be required to participate in a new program that would mandate employment, sobriety, and assignment to a caseworker. Individuals in this program would include those released from the hospital yet needing additional care to complete recovery, homeless working people, and those in job training to become employed. The winter emergency shelter maximum capacity of 230 beds did not change and the number of parking spaces remained at twenty-five (25) spaces.

**Appeal of Amendment**

This approval was appealed by Barbara and Rolland Fitzgerald. The appellants requested that the Council deny the project, asserting that the amendments would result in devaluation of their property. In addition, the appellants attributed problems with vagrancy to the lack of maintenance at the terminus

of Cacique Street adjacent to the appellant's property, which is located at 201-209 South Milpas Street. Further, the appellants questioned the increase in the bed capacity without the provision of additional parking and they claimed that expanding services would result in an increase of homeless individuals in the City of Santa Barbara.

On February 24, 2004, the City Council considered the appeal of the Planning Commission's decision and approved the increased year-round bed capacity at Casa Esperanza Homeless Shelter from 30 to 100 beds for an initial period of nine months. Council directed Casa Esperanza Homeless Shelter, in conjunction with City staff and an expanded Neighborhood Advisory Committee, to develop and implement a comprehensive plan to address the neighborhood problems identified during the public hearing. They also directed that Casa Esperanza's application be returned to the Planning Commission in November of 2004 for a review of progress made in resolving the issues.

### **Milpas Action Task Force**

The Milpas Action Task Force (MATF) was formed in March 2004 to focus on and develop a comprehensive plan to address and resolve the neighborhood issues. The members of the MATF included representatives from Casa Esperanza, Community Kitchen, County Alcohol Drug Mental Health, neighborhood businesses, residents, City Council and City staff (City Administration, Community Development and Police).

The Plan, titled "Milpas Action Task Force Report - Strategies to Resolve Neighborhood Concerns in the Area Surrounding Casa Esperanza," was completed on September 14, 2004, and presented to the Planning Commission on November 18, 2004. The Planning Commission felt the applicant had been responsive to the neighborhood concerns raised at the Council hearing held in February 2004 relative to the increase in the year-round bed capacity, and made the year round bed capacity increase to 100 beds permanent. The Planning Commission also approved an amendment to the CUP to increase the number of staff and volunteers for the Day Center from 15 to 18, and to increase total parking spaces from 25 to 33 (13 on-site and 20 off-site). A condition to the CUP was added requiring a six-month progress report to the Planning Commission on the MATF recommendations, followed by an annual report in 2006 and then a report every two years. Compliance with the conditions of approval and progress on corrective action objectives in the MATF Report are to be addressed in each report. In addition, the progress reports are to contain MATF recommendations on how to improve operations to reduce neighborhood impacts.

A six-month verbal progress report was given to the Planning Commission on June 9, 2005. The Planning Commission expressed appreciation for the report and the breadth of information provided and stated that on-going in-depth reporting was valuable for this project. Biennial progress reports to the Planning Commission were given on September 14, 2006 and November 6, 2008.

### **3<sup>rd</sup> Amendment to Conditional Use Permit**

On March 26, 2009, Casa Esperanza requested an amendment to its CUP to temporarily increase the capacity of the Year-Round Shelter by 40 beds (140 beds total) for a 90 day period from April 1 through June 30, 2009. In addition, the Police Department requested that the number of beds at Casa Esperanza be increased by up to 10% to respond to critical weather and public safety needs at the

discretion of the Police Chief. The Planning Commission approved both amendments and asked Casa Esperanza to report back to them in 45 days on the following items: 1) updates on the exploration with other agencies in the community for alternative locations for the food service program; 2) an update on the Fielding Institute study which will provide a comparison of day and evening residents; and 3) an update on coordination with the Milpas Action Task Force. Casa Esperanza returned to the Planning Commission on May 21, 2009 (45-day status) and December 10, 2009 (report on locating alternative lunch locations) to report on these items.

### **Two-Year Report - 2010**

The Planning Commission received the required biennial status report on October 21, 2010 and November 4, 2010. The Commission acknowledged the positive work that Casa Esperanza had provided the community and made a recommendation that included: a request that Council communicate with the County Board of Supervisors to request regional cooperation by fair share resource allocation and discussed opportunities to lessen the impact on the immediate Milpas neighborhood, such as looking into mobile meal delivery operations; increasing police presence in the Milpas Area; and increasing Casa Esperanza's Step Up Program.

### **Relocation of Detox Facility**

In June 2012, the 12-bed detox program was relocated from the Casa Esperanza facility to 1020 Placido Avenue, in Santa Barbara. The facility is managed by the Council on Alcoholism and Drug Abuse (CADA).

### **Reduction in Level of Service**

On August 21, 2012, Casa Esperanza submitted a letter alerting City Staff that they would be reducing the bed capacity of the Transitional Homeless Shelter program of 100 beds by 25% due to lack of funds. Essentially, beginning October 7, 2012, 76 beds were available (30 respite beds, 40 transitional beds and 6 family beds). From December 1, 2012 through March 31, 2013, Casa Esperanza operated the winter shelter with 200 beds. Beginning April 1, 2013, the number of beds dropped to 30 based on funding that was available. If partial funding became available the number of beds would increase to match available funding, and remain within the maximum number of year-round beds allowed under the CUP.

### **Enforcement Case**

On July 2, 2012, the City received a complaint alleging that Casa Esperanza was in violation of specific conditions of approval relating to neighborhood outreach, neighborhood watch/patrol, and stated that services had expanded beyond the scope of the CUP, and that there was a lack of progress by the Milpas Action Task Force.

In response to the complaint, Casa Esperanza made changes to its programs. Based on the level of outreach, security, etc., occurring at the time of the investigation, City staff determined that Casa Esperanza was in compliance with its conditions of approval. A set of requirements for continued compliance was provided by City staff to Casa Esperanza, as well as actions that Casa Esperanza should take to enhance compliance with the CUP conditions.

In response to the enforcement case referenced above, the City hired a facilitator to assist the MATF in outlining their goals and responsibilities.

### **Two-Year Report - 2012**

The Planning Commission received a biennial status report on October 4, 2012. At that meeting it was reported that the MATF had been having increased difficulty resolving issues in the neighborhood. Many stakeholders and interested parties believed that the Casa Esperanza was in violation of their CUP and that the City could revoke or revise the approval.

Staff explained that once a CUP is approved, it becomes a vested right of the applicant, and the City does not have the ability to unilaterally change or amend the CUP or its conditions.

After the public comment period the Commission summarized their comments as follows:

- The Commission acknowledged the complexities in addressing homelessness and recognized concerns voiced by the neighborhood
- The Commission acknowledged that there was no authorization to change the CUP.
- Many Commissioners felt that Casa Esperanza needed to put as much effort into being a good neighbor, as it does in its contributions to the homeless community.
- The Commission was disappointed that the CUP created a task force (the MATF) with a lot of responsibility, but no authority or resources to succeed
- The Commission was hopeful that the newly hired facilitator would be successful in working with MATF and Casa Esperanza and could find common ground to improve neighborhood relations.

September 15, 2014

City of Santa Barbara Planning Commission  
PO BOX 1990  
Santa Barbara, CA 93102-1990

**RE: CASA ESPERANZA – 816 CACIQUE STREET  
2-YEAR PROGRESS REPORT**

Casa Esperanza operates under a Conditional Use Permit which stipulates, in part, that:

*Casa Esperanza shall provide progress reports to the Planning Commission every two years, with the next report due in September 2010, Compliance with the conditions of approval and progress in meeting the corrective action objectives in the September 14, 2004 Milpas Action Task Force Report shall be addressed. Discussion of overall operations, statistical information of the numbers of persons served, complaints received and the response to those complaints, and parking demand and utilization should also be included. The Planning Commission reserves the right to further condition the project as necessary to sustain operation.*

#### 1. CONDITIONS OF APPROVAL

Casa Esperanza (CASA) remains in compliance with the conditions of approval. The conditions were amended in 2004 in response to the Milpas Action Task Force (MATF) Report, and again in 2009 to allow for a 10% increase in the number of beds provided if deemed necessary by the Police Chief due to conditions related to public health and safety.

A matrix has been attached noting each condition, compliance status. During the past two years capacities have been respected.

Parking demand and utilization for CASA is related to the number of employees and volunteers. The original approval limited the number of employees and volunteers to 18, based on the number of available parking spaces. In 2004 it was determined by City Transportation Staff that parking demand for the facility would be met if there was a parking space for each employee or volunteer on site at any given time, plus seven spaces for clients.

At current count, there are a maximum of 19 employees and volunteers at the facility, as follows:

Midnight to 8am: 2 CASA staff  
8am-4pm: 8 CASA staff, 3 CASA volunteers, 5 kitchen volunteers  
4pm-midnight: 2 CASA staff, up to 3 CASA volunteers

8 am to noon (M-F): 2 Public Health staff, 1 Mental Health staff

This would require that 26 spaces be provided. With 13 spaces on site, and 20 spaces off site, the condition is met for today's employee/volunteer counts.

## 2. MATF 2004 REPORT

As discussed in previous reports, the corrective actions outlined in the 2004 report were all implemented through policy changes at CASA or via amendments to the Conditional Use Permit. Many of these items were definitional, and involved making changes to the project description to clarify items that were noted as confusing or open to interpretation, such as, are detox beds part of overall bed count, and whether lunch counts include those going for seconds. The remaining items listed in the 2004 report were incorporated into the CUP as conditions of approval, such as the outreach efforts, and the neighborhood watch and patrol. The use of identification cards was also required at this time for access to the facility and the use of any services, including lunch.

No further action is required to meet these objectives.

## 3. OVERALL OPERATION

CASA remains a full service provider for Santa Barbara homeless residents. It is the only shelter that allows its residents to stay on-site 24 hour/365 days per year with access to services to help them build life skills and transition more effectively.

Casa Esperanza (CASA) has undergone a number of changes in the past two years. Some of the larger changes were a result of actions taken by the Board of Directors to get back in good financial standing. In order to maintain staffing levels, the Executive Director and Assistant Director positions were eliminated. Volunteers from the Board have stepped in to oversee the operations and maintain programs. They are currently searching for a new permanent Director.

Another shift in direction has been the adoption of a sobriety based program. It is currently a 100% sober based facility. Lunch and services are limited to residents who are committed to being sober and working towards stabilizing their lives and moving into housing. This step was taken to allow those who were serious about their participation in a program the best chance to succeed. More services could be directed to positive treatment programs instead of committing resources to those who had not made the first big step toward recovery.

The sobriety based programming also led to the closure of the Day Center and open-lunch program. It was decided that allowing contact between those who have recently made decisions to live a sober life, and non-sober individuals at lunch or at the Day Center no longer made sense. Once again, this gives those in one of the programs the best chance to succeed.

The front of the building that formerly housed the detox facilities is now the entry for walk-in individuals to sign up with a caseworker to get onto a transitional living program bed including recovery, job development, or special needs. The front is also available to individuals seeking medical treatment through Public Health.

CASA has a capacity of 100 beds during the period from April 1 to November 30. It continues to provide 20 of these beds as medical beds for respite care for the homeless to get well and recuperate from acute illness and injury. It provides medical services in house through our Medical Director, Health Care Assistants, and Public Health on site.

In addition, 20 beds are set aside for referrals from Mental Health (15 beds) and Social Services (5 beds). A referral must come from these agencies for these beds, and they also provide services and case management.

The remaining 60 beds are referred to as program beds. These individuals are taken in and assigned an in-house case worker based on their needs and current income and recovery status. At the beginning of April, CASA instituted its new 100-day, three phase program to help individuals transition out of homelessness with a goal oriented approach. Each resident meets with a caseworker to devise an action plan depending on the residents' needs and abilities to gain life skills and move towards independence. A volunteer navigator program supplements this effort to give more support to residents to make sure goals are being met. It is a more effective way to assist the homeless on reintegrating back into society and help them reach their potential of achieving a job and moving into housing. The first 100-day programs have proven to be positive, 52% of clients so far have reached their goal of finding permanent housing and graduating within the 100 days.

During the winter months of December, January, February, and March, Casa Esperanza continues to operate as an emergency winter shelter, with increases in capacity from a total of 100 residents to 200 residents and provides services such as showers, meals, clothing, and medical for individuals seeking refuge off the street during the colder months. The sober-only policy applies year-round, even during the winter shelter.

Another issue that is currently being evaluated is the prioritization of Santa Barbara residents for services. Casa Esperanza's Board has approved giving preference to Santa Barbara residents, and this is being implemented in all of Casa's programs. This effort is in its early stages, and there may be some legal issues that will complicate the matter. Nevertheless, efforts are being made to realize this goal.

The CASA staff has had a difficult year with all the changes that have taken place. However, they continue to provide an environment of support and compassion critical to encouraging men and women living on the streets to enter the emergency shelter. As these individuals access the structured navigation based case management program they gain the skills necessary to move from homeless to housing. The results have been encouraging. The bottom line we are seeing results with the new efforts. The program is motivating individuals to make positive change in their lives.

#### 4. STASTICAL INFORMATION

The condition to report to the Planning Commission includes a request to report on the number of persons served. The following list shows the totals for the previous 2-year period:

	<u>2012-2013</u>	<u>2013-2014</u>
Transitional/Medical Program Bed-nights	19,011	20,696
Winter Shelter Bed-nights	21,581	21,559
Day Center Intakes (365 Days):	1,174	783
Number of clients placed into housing	316	107

The number of bed-nights is lower than previous years, with transitional program beds down 7% and winter shelter beds down 3%

The Day Center intakes are greatly reduced with implementation of sober-only policy and the closing of the drop-in Day Center and lunch program.

The number of clients placed into housing rose by a total of 24 in 2012, but dropped sharply in 2013.

#### 5. MILPAS ACTION TASK FORCE

The Milpas Action Task Force (MATF) has prepared a letter, which is included in your packet. Attached to the letter are the quarterly reports MATF has supplied to Community Development the past two years.

Two years ago the Milpas Action Task Force (MATF) was described in a number of terms, the most kind of which was “disfunctional.” CASA and the neighborhood members of the MATF agreed that a mediation process was necessary. This City-sponsored effort was overseen by John Jostes. Terms and conditions were agreed to, and the group was re-tasked with the job of identifying the impacts from CASA’s operations on the area and working together to try to identify ways to address these impacts. With 5 members from the neighborhood and 5 from CASA (one of whom is a C3H rep) and 2 City Council liaisons, meetings can currently be described as cordial and productive.

It has helped that one of the unanticipated effects of the new sobriety based program has been a significant reduction of impacts to the neighborhood. The amount of people coming and going in the morning when the former drop-in Day Center opened, and the number of people attracted by the open lunch program has been removed. Both hard data from the Police Department and anecdotal evidence from those in the neighborhood indicate a change for the better. The neighborhood is not free from the effects of those living on the streets, especially in the immediate area, but a noticeable reduction has taken place.

It should also be noted that the participation of Police, Public Works, and Community Development Department staff has been instrumental in meeting some of the issues in the area. In particular, swift action taken to clean up encampments and fix damaged infrastructure has kept problems from escalating.

Earlier this year the Milpas Community Association donated a golf cart to CASA that is used for extra security rounds in the neighborhood. The good working relationship that has been fostered is one that CASA is committed to maintaining. The neighborhood is working very hard to make the Milpas Street corridor a great place to live, work, and do business. CASA is dedicated to being a good neighbor.

## SUMMARY

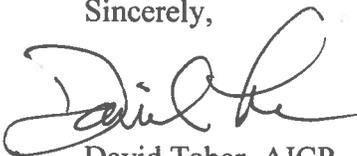
CASA has been able to play a valuable role in the continuum of care for the homeless community. While every case is different, the service model of providing a number of services, including meals and medical care, available in one location and in a non-threatening manner is the best hope of reaching many of who do not qualify for other programs or are difficult to reach.

CASA also recognizes that the presence of homeless individuals and their activities needs to be constantly monitored to limit the impact on neighborhood residents, businesses, and visitors. CASA recognizes that it has an obligation to work with the neighborhood and the City to address new and recurring problems.

The role of the Milpas Community Association on the MATF and in the larger community has been significant. Knowing that there are so many individuals in the area who are willing to commit their time and efforts to making Milpas Street a better place is encouraging.

Sadly, these issues, like homelessness itself, will never completely go away. We need to continue providing these services while working together to make the living and business environment safe and friendly. CASA is committed to making this happen, and looking at new solutions to these continuing problems.

Sincerely,



David Tabor AICP

## Attachments:

1. Condition Compliance Matrix
2. Lunch Count July 2012 – July 2014
3. Bed Count July 2012 – July 2014



## ATTACHMENT 1

### Casa Esperanza - Compliance with Conditions of Approval

Condition #	Condition summary	Discussion	Status
A.1.	Water flow	Condition met upon completion of construction	In compliance
A.2.	RV Storage	Casa Esperanza does not permit parking or storage of RVs in either the onsite parking lot or remote parking lot.	In compliance
A.3.	Landscaping	Condition met upon completion of construction	In compliance
A.4.	Water rights	Condition recorded	In compliance
A.5.	Day Center Staffing max of 18 staff and volunteers	<p>*Staffing/volunteer max is currently 19.                      *Subsequent reviews set staffing level = number of parking spaces minus 7 spaces reserved for clients.                      *This requires 26 parking space be provided. A total of 30 spaces is provided.</p>	In compliance
	Noon time meals - Up to 200 lunches served daily	<p>*Lunch service chart attached.                      *No more than 200 people served lunch daily.                      *Since closure of drop-in day center, lunch only served to those in program (max 100 per day).</p>	In compliance
	Winter emergency shelter (Dec 1 – Mar 31) limit set at max 230 beds per night, monthly average no more than 200	<p>*Bed counts attached.                      *Winter shelter numbers have been below maximums.</p>	In compliance
	Transitional shelter (Apr 1 – Nov 30) limit set at 100 beds	*Transitional shelter numbers also below maximums.	In compliance

	Detox	No longer operating on site.	In compliance
	Bike parking	Spaces continue to be available behind building.	In compliance
	Increases to meet critical need (PD beds)	This service has been available for the past two years. The total number of beds during the past two years has not exceeded the normal bed count limitations.	In compliance
A.6.	Lighting	Condition met upon completion of construction	In compliance
A.7.	Tree protection	Condition met upon completion of construction	In compliance
A.8.	TDM	Bus passes are available, bus routes are posted, and ride-sharing information is distributed to employees and volunteers.	In compliance
A.9.	Neighborhood communication	MATF meetings are held regularly. MATF report has been submitted separately.	In compliance
A.10.	Neighborhood Outreach	*Daily patrols to contact businesses and residents to hear their issues/concerns. *Outreach activity has increased both in scope and frequency recently with use of donated golf cart.	In compliance
A.11.	Neighborhood Watch	*Neighborhood watch conducted regularly within immediate area of CASA. *Clean up patrol performs regular cleanup activities in area. *Neigh watch activities now directed with input from MATF.	In compliance
A.12.	Maintenance	Properties are properly maintained.	In compliance
B	Report to PC	See attached report.	In compliance

	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	
1	136	156	118	149	138	161	171	133	147	144	144	131	161	160	112	36	36	89	47	59	89	31	34	37	28	
2	168	154	95	183	128	134	183	118	118	156	184	106	143	118	181	32	26	70	55	68	83	28	22	30	28	
3	145	114	166	158	95	161	134	96	105	145	137	140	151	118	115	36	33	57	56	62	85	22	22	25	23	
4	110	88	176	147	108	162	146	133	166	154	130	147	143	115	127	39	39	66	67	51	53	21	24	31	40	
5	135	70	141	143	182	160	116	161	156	157	121	144	154	171	129	32	40	71	74	155	57	23	21	40	32	
6	147	153	142	143	158	154	113	156	178	113	169	137	121	151	145	35	37	70	60	66	64	25	29	32	34	
7	142	139	138	125	146	176	151	161	173	96	149	140	148	162	42	34	31	84	48	65	58	19	25	37	21	
8	110	135	101	142	163	138	160	167	148	167	178	128	187	164	40	33	25	86	60	64	63	26	27	43	27	
9	153	146	91	130	143	112	171	116	115	155	188	122	154	148	142	30	44	70	56	62	70	26	26	32	25	
10	152	151	165	130	118	158	170	109	109	154	166	151	165	112	130	31	38	71	60	57	61	36	31	36	33	
11	166	128	147	159	123	162	161	167	142	165	132	146	162	116	140	45	39	59	71	66	58	35	31	43	35	
12	154	96	152	149	167	170	154	172	177	155	115	137	163	174	144	32	45	71	70	65	62	28	31	36	33	
13	162	157	150	113	152	184	119	168	170	121	171	158	147	162	144	29	33	55	53	59	61	29	30	32	38	
14	143	135	121	107	171	169	191	161	174	94	164	143	140	187	31	37	39	79	67	56	57	28	27	32	26	
15	108	154	114	155	182	141	172	167	169	174	177	129	172	168	33	33	29	75	59	70	67	31	26	44	31	
16	177	169	78	150	180	142	176	142	121	178	189	120	174	175	143	34	30	69	68	142	61	29	22	34	32	
17	183	157	172	166	170	178	198	121	151	165	182	171	180	147	145	40	39	62	51	90	66	28	35	37	31	
18	154	133	168	162	120	191	150	200	177	189	156	176	183	149	33	30	38	69	61	58	59	31	37	29	29	
19	187	107	162	164	174	192	143	187	191	148	131	164	163	200	33	34	40	66	72	100	70	32	36	34	39	
20	155	169	165	150	182	203	126	179	181	139	178	173	159	174	31	35	45	81	81	64	56	23	30	28	42	
21	128	169	137	122	119	154	184	190	182	124	208	176	140	193	31	46	44	70	73	62	65	35	31	29	36	
22	136	193	140	166	154	148	175	180	175	191	219	127	200	193	33	35	34	79	73	75	66	35	35	43	36	
23	177	198	110	174	167	110	194	169	154	183	159	150	200	189	40	47	41	52	72	77	66	23	37	31	23	
24	182	178	174	165	155	178	200	146	137	197	181	199	197	151	44	33	41	66	60	72	67	28	39	42	41	
25	182	142	191	169	124	159	199	189	198	183	162	187	183	154	42	40	54	64	85	61	69	25	44	29	27	
26	177	116	187	174	206	181	177	200	197	180	151	211	197	188	36	41	29	59	90	77	72	33	47	38	43	
27	158	190	181	140	145	171	152	185	185	147	184	183	165	170	40	33	28	71	68	76	61	36	42	38	39	
28	192	178	161	110	187	194	201	199	162	146	198	172	146	180	42	46	50	82	65	76	59	32	36	36	39	
29	123	182	147	179	184	178	195	199	189	191	159	200	183	38	41	53	79	79	79	67	67	35	40	42	33	
30	185	202	110	165	161	147	199	199	125	198	170	131	200	166	39	41	46	82	67	64	29	40	40	32	32	
31	201	132	4302	4704	4602	5062	5183	4472	4915	4707	5140	4558	5198	4989	2466	1131	1146	2179	2033	2055	1955	862	998	1052	1019	
4828	4592	4302	4704	4602	5062	5183	4472	4915	4707	5140	4558	5198	4989	2466	1131	1146	2179	2033	2055	1955	862	998	1052	1019	84148	
Grand Total																										



## CASA ESPERANZA TRANSITION SHELTER BED NIGHTS JULY 2012

	<b>Emer Men</b>	<b>Prog Men</b>	<b>Emer Wm</b>	<b>Prog Wm</b>	<b>Family</b>	<b>TOTAL</b>
<b>TOTALS</b>	<b>398</b>	<b>1393</b>	<b>225</b>	<b>522</b>	<b>304</b>	<b>2842</b>
<b>AVERAGES</b>	<b>13</b>	<b>45</b>	<b>7</b>	<b>17</b>	<b>10</b>	<b>92</b>

<b>Emergency Families</b>	<b>304</b>	<b>(including Children) (in month)</b>	<b>Per Night Average</b>
			<b>92</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	
Emergency Men	9	13	17	17	11	9	13	89
Program Men	44	48	47	43	45	41	43	311
Emergency Women	7	10	6	7	7	6	7	50
Program Women	16	21	18	16	17	16	16	120
Emergency Family	11	11	11	11	11	11	14	80
<b>DAILY TOTALS</b>	<b>87</b>	<b>103</b>	<b>99</b>	<b>94</b>	<b>91</b>	<b>83</b>	<b>93</b>	<b>650</b>
<b>2</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	
Emergency Men	10	10	12	12	13	12	14	83
Program Men	46	44	45	46	45	46	41	313
Emergency Women	7	7	6	5	7	6	6	44
Program Women	16	18	19	18	19	19	18	127
Emergency Family	14	14	11	11	11	7	7	75
<b>DAILY TOTALS</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>92</b>	<b>95</b>	<b>90</b>	<b>86</b>	<b>642</b>
<b>3</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	
Emergency Men	12	16	12	13	14	13	13	93
Program Men	47	45	47	46	45	43	42	315
Emergency Women	8	7	5	7	7	7	7	48
Program Women	19	20	17	18	16	14	13	117
Emergency Family	7	7	9	9	9	9	9	59
<b>DAILY TOTALS</b>	<b>93</b>	<b>95</b>	<b>90</b>	<b>93</b>	<b>91</b>	<b>86</b>	<b>84</b>	<b>632</b>
<b>4</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	
Emergency Men	12	13	13	13	13	13	13	90
Program Men	45	43	45	47	47	46	41	314
Emergency Women	8	8	8	7	7	9	8	55
Program Women	16	17	16	13	15	14	16	107
Emergency Family	9	9	9	9	9	9	9	63
<b>DAILY TOTALS</b>	<b>90</b>	<b>90</b>	<b>91</b>	<b>89</b>	<b>91</b>	<b>91</b>	<b>87</b>	<b>629</b>
<b>5</b>	<b>29</b>	<b>30</b>	<b>31</b>					
Emergency Men	12	18	13					43
Program Men	48	45	47					140
Emergency Women	9	10	9					28
Program Women	15	18	18					51
Emergency Family	9	9	9					27
<b>DAILY TOTALS</b>	<b>93</b>	<b>100</b>	<b>96</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>289</b>
<b>6</b>								
Emergency Men								0
Program Men								0
Emergency Women								0
Program Women								0
Emergency Family								0
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## CASA ESPERANZA TRANSITION SHELTER BED NIGHTS AUGUST 2012

	Emer Men	Prog Men	Emer Wm	Prog Wm	Family	TOTAL
<b>TOTALS</b>	<b>389</b>	<b>1346</b>	<b>232</b>	<b>504</b>	<b>281</b>	<b>2752</b>
<b>AVERAGES</b>	<b>13</b>	<b>43</b>	<b>7</b>	<b>16</b>	<b>9</b>	<b>89</b>

<b>Emergency Families</b>	<b>281</b>	<b>(including Children) (in month)</b>	<b>Per Night Average</b>
			<b>89</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
Emergency Men				13	11	10	10	44
Program Men				43	43	39	41	166
Emergency Women				9	9	8	7	33
Program Women				14	16	15	14	59
Emergency Family				9	9	9	9	36
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88</b>	<b>88</b>	<b>81</b>	<b>81</b>	<b>338</b>
<b>2</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	
Emergency Men	11	13	12	11	13	16	12	88
Program Men	45	43	41	42	40	42	39	292
Emergency Women	6	7	5	5	5	6	6	40
Program Women	18	19	17	18	18	18	18	126
Emergency Family	9	9	9	9	9	9	11	65
<b>DAILY TOTALS</b>	<b>89</b>	<b>91</b>	<b>84</b>	<b>85</b>	<b>85</b>	<b>91</b>	<b>86</b>	<b>611</b>
<b>3</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	
Emergency Men	12	10	10	11	11	12	12	78
Program Men	39	42	44	44	46	42	44	301
Emergency Women	6	7	8	5	6	6	8	46
Program Women	17	15	16	17	17	16	17	115
Emergency Family	11	11	11	11	11	9	9	73
<b>DAILY TOTALS</b>	<b>85</b>	<b>85</b>	<b>89</b>	<b>88</b>	<b>91</b>	<b>85</b>	<b>90</b>	<b>613</b>
<b>4</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	
Emergency Men	15	11	13	16	16	16	14	101
Program Men	46	46	48	47	44	46	46	323
Emergency Women	8	12	8	8	10	9	9	64
Program Women	16	15	17	18	16	16	15	113
Emergency Family	9	9	9	9	9	9	9	63
<b>DAILY TOTALS</b>	<b>94</b>	<b>93</b>	<b>95</b>	<b>98</b>	<b>95</b>	<b>96</b>	<b>93</b>	<b>664</b>
<b>5</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>		
Emergency Men	14	13	11	15	12	13		78
Program Men	44	43	44	43	46	44		264
Emergency Women	10	9	9	8	7	6		49
Program Women	17	15	15	16	15	13		91
Emergency Family	9	7	7	7	7	7		44
<b>DAILY TOTALS</b>	<b>94</b>	<b>87</b>	<b>86</b>	<b>89</b>	<b>87</b>	<b>83</b>	<b>0</b>	<b>526</b>











## CASA ESPERANZA EMERGENCY SHELTER BED NIGHTS FEBRUARY 2013

	Emer Men	Prog Men	Emer Wmn	Prog Wmn	Family	TOTAL
<b>TOTALS</b>	<b>3794</b>	<b>0</b>	<b>1092</b>	<b>0</b>	<b>150</b>	<b>5036</b>
<b>AVERAGES</b>	<b>136</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>5</b>	<b>180</b>

<b>Emergency Family</b>	<b>150</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>180</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>						<b>1</b>	<b>2</b>	
Emergency Men						121	123	244
Program Men						0	0	0
Emergency Women						35	36	71
Program Women						0	0	0
Emergency Family						6	6	12
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>162</b>	<b>165</b>	<b>327</b>
<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	
Emergency Men	122	127	131	134	134	139	126	913
Program Men	0	0	0	0	0	0	0	0
Emergency Women	33	35	36	39	39	37	39	258
Program Women	0	0	0	0	0	0	0	0
Emergency Family	6	3	6	3	3	3	3	27
<b>DAILY TOTALS</b>	<b>161</b>	<b>165</b>	<b>173</b>	<b>176</b>	<b>176</b>	<b>179</b>	<b>168</b>	<b>1198</b>
<b>Week Month</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	
Emergency Men	135	136	133	131	128	131	132	926
Program Men	0	0	0	0	0	0	0	0
Emergency Women	40	35	39	39	40	40	40	273
Program Women	0	0	0	0	0	0	0	0
Emergency Family	3	7	3	7	3	7	3	33
<b>DAILY TOTALS</b>	<b>178</b>	<b>178</b>	<b>175</b>	<b>177</b>	<b>171</b>	<b>178</b>	<b>175</b>	<b>1232</b>
<b>3</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	
Emergency Men	142	145	139	146	145	142	140	999
Program Men	0	0	0	0	0	0	0	0
Emergency Women	40	39	41	41	42	42	40	285
Program Women	0	0	0	0	0	0	0	0
Emergency Family	3	7	7	7	7	7	7	45
<b>DAILY TOTALS</b>	<b>185</b>	<b>191</b>	<b>187</b>	<b>194</b>	<b>194</b>	<b>191</b>	<b>187</b>	<b>1329</b>
<b>4</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>			
Emergency Men	147	148	141	138	138			712
Program Men	0	0	0	0	0			0
Emergency Women	42	41	40	41	41			205
Program Women	0	0	0	0	0			0
Emergency Family	7	7	7	6	6			33
<b>DAILY TOTALS</b>	<b>196</b>	<b>196</b>	<b>188</b>	<b>185</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>950</b>



## CASA ESPERANZA TRANSITION & EMERGENCY SHELTER BED NIGHTS APRIL 2013

	<b>Emer Men</b>	<b>Prog Men</b>	<b>EmerWmn</b>	<b>Prog Wmn</b>	<b>Family</b>	<b>TOTAL</b>
<b>TOTALS</b>	<b>774</b>	<b>750</b>	<b>302</b>	<b>93</b>	<b>105</b>	<b>2024</b>
<b>AVERAGES</b>	<b>26</b>	<b>25</b>	<b>10</b>	<b>3</b>	<b>4</b>	<b>67</b>

<b>Emergency Family</b>	<b>105</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>67</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	
Emergency Men		19	21	22	23	23	22	130
Program Men		21	22	24	23	25	23	138
Emergency Women		7	5	6	7	10	10	45
Program Women		3	4	4	4	3	2	20
Emergency Family		8	8	8	3	3	3	33
<b>DAILY TOTALS</b>	<b>0</b>	<b>58</b>	<b>60</b>	<b>64</b>	<b>60</b>	<b>64</b>	<b>60</b>	<b>366</b>
<b>2</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	
Emergency Men	26	29	26	25	27	25	24	182
Program Men	23	23	25	23	24	24	25	167
Emergency Women	10	11	10	10	12	11	11	75
Program Women	3	3	3	3	2	1	1	16
Emergency Family	3	3	3	3	3	3	3	21
Rain Beds								0
<b>DAILY TOTALS</b>	<b>65</b>	<b>69</b>	<b>67</b>	<b>64</b>	<b>68</b>	<b>64</b>	<b>64</b>	<b>461</b>
<b>3</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	
Emergency Men	25	24	26	26	28	29	27	185
Program Men	26	27	25	24	27	27	27	183
Emergency Women	11	9	11	11	12	12	12	78
Program Women	1	2	2	4	5	5	5	24
Emergency Family	3	3	3	3	3	3	3	21
<b>DAILY TOTALS</b>	<b>66</b>	<b>65</b>	<b>67</b>	<b>68</b>	<b>75</b>	<b>76</b>	<b>74</b>	<b>491</b>
<b>4</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	
Emergency Men	30	31	31	30	33	33	33	221
Program Men	25	27	27	27	28	26	25	185
Emergency Women	11	11	10	9	10	9	11	71
Program Women	2	2	2	3	3	3	3	18
Emergency Family	3	3	3	3	3	3	3	21
<b>DAILY TOTALS</b>	<b>71</b>	<b>74</b>	<b>73</b>	<b>72</b>	<b>77</b>	<b>74</b>	<b>75</b>	<b>516</b>
<b>5</b>	<b>28</b>	<b>29</b>	<b>30</b>					
Emergency Men	17	18	21					56
Program Men	27	26	24					77
Emergency Women	11	11	11					33
Program Women	5	5	5					15
Emergency Family	3	3	3					9
<b>DAILY TOTALS</b>	<b>63</b>	<b>63</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>190</b>

## CASA ESPERANZA TRANSITION & EMERGENCY SHELTER BED NIGHTS MAY 2013

	<b>Emer Men</b>	<b>Prog Men</b>	<b>Emer Wmn</b>	<b>Prog Wmn</b>	<b>Family</b>	<b>Rain</b>	<b>TOTAL</b>
<b>TOTALS</b>	<b>810</b>	<b>796</b>	<b>403</b>	<b>136</b>	<b>103</b>	<b>0</b>	<b>2248</b>
<b>AVERAGES</b>	<b>26</b>	<b>26</b>	<b>13</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>73</b>

<b>Emergency Family</b>	<b>103</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>73</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
Emergency Men				22	22	24	25	93
Program Men				26	28	27	24	105
Emergency Women				12	11	13	12	48
Program Women				5	3	2	4	14
Emergency Family				3	3	3	3	12
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68</b>	<b>67</b>	<b>69</b>	<b>68</b>	<b>272</b>
<b>2</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	
Emergency Men	17	19	20	19	21	21	21	138
Program Men	28	28	29	27	27	26	27	192
Emergency Women	16	15	13	13	11	11	10	89
Program Women	2	5	5	4	4	4	4	28
Emergency Family	3	3	3	3	3	3	0	18
<b>DAILY TOTALS</b>	<b>66</b>	<b>70</b>	<b>70</b>	<b>66</b>	<b>66</b>	<b>65</b>	<b>62</b>	<b>465</b>
<b>3</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	
Emergency Men	31	31	32	35	33	30	30	222
Program Men	24	24	25	25	25	25	26	174
Emergency Women	11	14	13	13	15	12	13	91
Program Women	4	5	5	5	5	5	5	34
Emergency Family	3	3	6	3	3	3	5	26
Rain Beds								0
<b>DAILY TOTALS</b>	<b>73</b>	<b>77</b>	<b>81</b>	<b>81</b>	<b>81</b>	<b>75</b>	<b>79</b>	<b>547</b>
<b>4</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	
Emergency Men	29	30	27	29	28	28	27	198
Program Men	24	25	25	26	25	25	24	174
Emergency Women	13	11	13	15	14	14	14	94
Program Women	5	5	5	5	5	5	5	35
Emergency Family	5	3	3	3	3	3	3	23
<b>DAILY TOTALS</b>	<b>76</b>	<b>74</b>	<b>73</b>	<b>78</b>	<b>75</b>	<b>75</b>	<b>73</b>	<b>524</b>
<b>5</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>		
Emergency Men	27	28	27	25	26	26		159
Program Men	24	25	26	25	25	26		151
Emergency Women	14	14	14	13	14	12		81
Program Women	3	3	5	5	4	5		25
Emergency Family	3	3	3	5	5	5		24
<b>DAILY TOTALS</b>	<b>71</b>	<b>73</b>	<b>75</b>	<b>73</b>	<b>74</b>	<b>74</b>	<b>66</b>	<b>440</b>





## CASA ESPERANZA TRANSITION SHELTER BED NIGHTS AUGUST 2013

	<b>Emer Men</b>	<b>Prog Men</b>	<b>Emer Wm</b>	<b>Prog Wm</b>	<b>Family</b>	<b>TOTAL</b>
<b>TOTALS</b>	<b>847</b>	<b>985</b>	<b>398</b>	<b>218</b>	<b>2</b>	<b>2450</b>
<b>AVERAGES</b>	<b>27</b>	<b>32</b>	<b>13</b>	<b>7</b>	<b>0</b>	<b>79</b>

<b>Emergency Families</b>	<b>2</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>79</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>					<b>1</b>	<b>2</b>	<b>3</b>	
Emergency Men					30	28	31	89
Program Men					29	30	28	87
Emergency Women					12	11	13	36
Program Women					6	7	7	20
Emergency Family					0	0	0	0
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77</b>	<b>76</b>	<b>79</b>	<b>232</b>
<b>2</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
Emergency Men	31	31	30	30	29	24	24	199
Program Men	29	31	31	31	30	29	26	207
Emergency Women	13	14	15	13	12	13	11	91
Program Women	7	7	6	7	7	7	5	46
Emergency Family	0	0	0	0	0	0	0	0
<b>DAILY TOTALS</b>	<b>80</b>	<b>83</b>	<b>82</b>	<b>81</b>	<b>78</b>	<b>73</b>	<b>66</b>	<b>543</b>
<b>3</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	
Emergency Men	27	26	28	28	27	26	24	186
Program Men	29	30	31	29	30	30	27	206
Emergency Women	13	11	11	12	11	12	13	83
Program Women	7	7	7	7	7	5	5	45
Emergency Family	0	0	0	0	0	0	0	0
<b>DAILY TOTALS</b>	<b>76</b>	<b>74</b>	<b>77</b>	<b>76</b>	<b>75</b>	<b>73</b>	<b>69</b>	<b>520</b>
<b>4</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	
Emergency Men	24	24	21	21	22	26	27	165
Program Men	32	32	34	34	35	36	33	236
Emergency Women	14	13	14	14	13	12	12	92
Program Women	7	6	6	8	8	6	7	48
Emergency Family	0	0	0	0	0	0	2	2
<b>DAILY TOTALS</b>	<b>77</b>	<b>75</b>	<b>75</b>	<b>77</b>	<b>78</b>	<b>80</b>	<b>81</b>	<b>543</b>
<b>5</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	
Emergency Men	30	30	31	30	27	30	30	208
Program Men	32	35	35	37	37	37	36	249
Emergency Women	12	13	16	14	12	14	15	96
Program Women	9	9	9	9	9	8	6	59
Emergency Family	0	0	0	0	0	0	0	0
<b>DAILY TOTALS</b>	<b>83</b>	<b>87</b>	<b>91</b>	<b>90</b>	<b>85</b>	<b>89</b>	<b>87</b>	<b>612</b>











## CASA ESPERANZA EMERGENCY SHELTER BED NIGHTS FEBRUARY 2014

	Emer Men	Prog Men	Emer Wmn	Prog Wmn	Family	TOTAL
<b>TOTALS</b>	<b>3974</b>	<b>0</b>	<b>1163</b>	<b>0</b>	<b>69</b>	<b>5206</b>
<b>AVERAGES</b>	<b>142</b>	<b>0</b>	<b>42</b>	<b>0</b>	<b>2</b>	<b>186</b>

<b>Emergency Family</b>	<b>69</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>186</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>							<b>1</b>	
Emergency Men							133	133
Program Men								0
Emergency Women							41	41
Program Women								0
Emergency Family							2	2
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176</b>	<b>176</b>
<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	
Emergency Men	135	142	141	142	139	138	138	975
Program Men								0
Emergency Women	41	42	42	42	42	40	38	287
Program Women								0
Emergency Family	2	0	0	0	0	2	2	6
<b>DAILY TOTALS</b>	<b>178</b>	<b>184</b>	<b>183</b>	<b>184</b>	<b>181</b>	<b>180</b>	<b>178</b>	<b>1268</b>
<b>Week Month</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	
Emergency Men	140	137	140	143	142	141	132	975
Program Men								0
Emergency Women	40	42	41	41	42	43	40	289
Program Women								0
Emergency Family	2	2	2	2	5	5	5	23
<b>DAILY TOTALS</b>	<b>182</b>	<b>181</b>	<b>183</b>	<b>186</b>	<b>189</b>	<b>189</b>	<b>177</b>	<b>1287</b>
<b>3</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	
Emergency Men	149	149	149	145	145	143	143	1023
Program Men								0
Emergency Women	44	43	43	39	41	39	40	289
Program Women								0
Emergency Family	2	2	2	2	2	2	2	14
<b>DAILY TOTALS</b>	<b>195</b>	<b>194</b>	<b>194</b>	<b>186</b>	<b>188</b>	<b>184</b>	<b>185</b>	<b>1326</b>
<b>4</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>		
Emergency Men	138	145	142	144	149	150		868
Program Men								0
Emergency Women	44	44	43	43	41	42		257
Program Women								0
Emergency Family	2	2	5	5	5	5		24
<b>DAILY TOTALS</b>	<b>184</b>	<b>191</b>	<b>190</b>	<b>192</b>	<b>195</b>	<b>197</b>	<b>0</b>	<b>1149</b>



## CASA ESPERANZA TRANSITION & EMERGENCY SHELTER BED NIGHTS APRIL 2014

	Emer Men	Prog Men	EmerWmn	Prog Wmn	Family	TOTAL
<b>TOTALS</b>	<b>392</b>	<b>1331</b>	<b>234</b>	<b>537</b>	<b>0</b>	<b>2494</b>
<b>AVERAGES</b>	<b>13</b>	<b>44</b>	<b>8</b>	<b>18</b>	<b>0</b>	<b>83</b>

<b>Emergency Family</b>	<b>0</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>83</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
Emergency Men			11	9	8	10	11	49
Program Men			51	50	45	47	46	239
Emergency Women			11	11	11	9	11	53
Program Women			17	18	17	17	17	86
Emergency Family			0	0	0	0	0	0
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>88</b>	<b>81</b>	<b>83</b>	<b>85</b>	<b>427</b>
<b>2</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	
Emergency Men	13	12	12	10	10	10	12	79
Program Men	47	46	48	47	48	44	44	324
Emergency Women	3	10	11	12	12	12	12	72
Program Women	18	17	18	19	19	19	18	128
Emergency Family	0	0	0	0	0	0	0	0
Rain Beds								0
<b>DAILY TOTALS</b>	<b>81</b>	<b>85</b>	<b>89</b>	<b>88</b>	<b>89</b>	<b>85</b>	<b>86</b>	<b>603</b>
<b>3</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	
Emergency Men	12	15	15	20	18	15	14	109
Program Men	45	46	47	45	45	40	39	307
Emergency Women	3	12	10	11	12	10	10	68
Program Women	17	19	17	18	19	16	17	123
Emergency Family								0
<b>DAILY TOTALS</b>	<b>77</b>	<b>92</b>	<b>89</b>	<b>94</b>	<b>94</b>	<b>81</b>	<b>80</b>	<b>607</b>
<b>4</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	
Emergency Men	14	15	14	13	13	13	14	96
Program Men	41	42	44	43	43	43	40	296
Emergency Women	1	1	1	5	4	4	4	20
Program Women	17	19	20	19	19	18	18	130
Emergency Family								0
<b>DAILY TOTALS</b>	<b>73</b>	<b>77</b>	<b>79</b>	<b>80</b>	<b>79</b>	<b>78</b>	<b>76</b>	<b>542</b>
<b>5</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>				
Emergency Men	16	16	16	11				59
Program Men	40	40	40	45				165
Emergency Women	4	4	6	7				21
Program Women	19	17	16	18				70
Emergency Family	0	0	0	0				0
<b>DAILY TOTALS</b>	<b>79</b>	<b>77</b>	<b>78</b>	<b>81</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>315</b>

## CASA ESPERANZA TRANSITION & EMERGENCY SHELTER BED NIGHTS MAY 2014

	<b>Emer Men</b>	<b>Prog Men</b>	<b>Emer Wmn</b>	<b>Prog Wmn</b>	<b>Family</b>	<b>Rain</b>	<b>TOTAL</b>
<b>TOTALS</b>	<b>427</b>	<b>1544</b>	<b>113</b>	<b>558</b>	<b>69</b>	<b>0</b>	<b>2711</b>
<b>AVERAGES</b>	<b>14</b>	<b>50</b>	<b>4</b>	<b>18</b>	<b>2</b>	<b>0</b>	<b>87</b>

<b>Emergency Family</b>	<b>69</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>87</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>					<b>1</b>	<b>2</b>	<b>3</b>	
Emergency Men					13	13	11	37
Program Men					43	40	42	125
Emergency Women					7	4	3	14
Program Women					16	19	17	52
Emergency Family					0	0	2	2
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79</b>	<b>76</b>	<b>75</b>	<b>230</b>
<b>2</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
Emergency Men	10	10	11	13	12	12	13	81
Program Men	42	45	44	45	49	50	48	323
Emergency Women	5	2	3	4	3	3	3	23
Program Women	15	17	18	16	16	19	19	120
Emergency Family	2	2	2	2	2	6	6	22
<b>DAILY TOTALS</b>	<b>74</b>	<b>76</b>	<b>78</b>	<b>80</b>	<b>82</b>	<b>90</b>	<b>89</b>	<b>569</b>
<b>3</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	
Emergency Men	17	15	15	17	13	13	14	104
Program Men	51	50	48	51	50	51	47	348
Emergency Women	4	2	4	4	5	4	4	27
Program Women	17	16	17	19	19	18	19	125
Emergency Family	6	3	3	3	3	3	3	24
Rain Beds								0
<b>DAILY TOTALS</b>	<b>95</b>	<b>86</b>	<b>87</b>	<b>94</b>	<b>90</b>	<b>89</b>	<b>87</b>	<b>628</b>
<b>4</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	
Emergency Men	15	16	17	16	16	15	15	110
Program Men	51	51	54	54	57	54	53	374
Emergency Women	3	4	5	5	3	3	3	26
Program Women	20	18	19	20	18	19	17	131
Emergency Family	3	3	3	3	3	0	0	15
<b>DAILY TOTALS</b>	<b>92</b>	<b>92</b>	<b>98</b>	<b>98</b>	<b>97</b>	<b>91</b>	<b>88</b>	<b>656</b>
<b>5</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	
Emergency Men	12	12	15	14	14	14	14	95
Program Men	54	54	57	55	56	51	47	374
Emergency Women	3	3	3	3	4	3	4	23
Program Women	18	18	18	18	20	19	19	130
Emergency Family					2	2	2	6
<b>DAILY TOTALS</b>	<b>87</b>	<b>87</b>	<b>93</b>	<b>90</b>	<b>96</b>	<b>89</b>	<b>86</b>	<b>628</b>







## CASA ESPERANZA TRANSITION SHELTER BED NIGHTS AUGUST 2012

	<b>Emer Men</b>	<b>Prog Men</b>	<b>Emer Wm</b>	<b>Prog Wm</b>	<b>Family</b>	<b>TOTAL</b>
<b>TOTALS</b>	<b>389</b>	<b>1346</b>	<b>232</b>	<b>504</b>	<b>281</b>	<b>2752</b>
<b>AVERAGES</b>	<b>13</b>	<b>43</b>	<b>7</b>	<b>16</b>	<b>9</b>	<b>89</b>

<b>Emergency Families</b>	<b>281</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>89</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
Emergency Men				13	11	10	10	44
Program Men				43	43	39	41	166
Emergency Women				9	9	8	7	33
Program Women				14	16	15	14	59
Emergency Family				9	9	9	9	36
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88</b>	<b>88</b>	<b>81</b>	<b>81</b>	<b>338</b>
<b>2</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	
Emergency Men	11	13	12	11	13	16	12	88
Program Men	45	43	41	42	40	42	39	292
Emergency Women	6	7	5	5	5	6	6	40
Program Women	18	19	17	18	18	18	18	126
Emergency Family	9	9	9	9	9	9	11	65
<b>DAILY TOTALS</b>	<b>89</b>	<b>91</b>	<b>84</b>	<b>85</b>	<b>85</b>	<b>91</b>	<b>86</b>	<b>611</b>
<b>3</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	
Emergency Men	12	10	10	11	11	12	12	78
Program Men	39	42	44	44	46	42	44	301
Emergency Women	6	7	8	5	6	6	8	46
Program Women	17	15	16	17	17	16	17	115
Emergency Family	11	11	11	11	11	9	9	73
<b>DAILY TOTALS</b>	<b>85</b>	<b>85</b>	<b>89</b>	<b>88</b>	<b>91</b>	<b>85</b>	<b>90</b>	<b>613</b>
<b>4</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	
Emergency Men	15	11	13	16	16	16	14	101
Program Men	46	46	48	47	44	46	46	323
Emergency Women	8	12	8	8	10	9	9	64
Program Women	16	15	17	18	16	16	15	113
Emergency Family	9	9	9	9	9	9	9	63
<b>DAILY TOTALS</b>	<b>94</b>	<b>93</b>	<b>95</b>	<b>98</b>	<b>95</b>	<b>96</b>	<b>93</b>	<b>664</b>
<b>5</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>		
Emergency Men	14	13	11	15	12	13		78
Program Men	44	43	44	43	46	44		264
Emergency Women	10	9	9	8	7	6		49
Program Women	17	15	15	16	15	13		91
Emergency Family	9	7	7	7	7	7		44
<b>DAILY TOTALS</b>	<b>94</b>	<b>87</b>	<b>86</b>	<b>89</b>	<b>87</b>	<b>83</b>	<b>0</b>	<b>526</b>











## CASA ESPERANZA EMERGENCY SHELTER BED NIGHTS FEBRUARY 2013

	Emer Men	Prog Men	Emer Wmn	Prog Wmn	Family	TOTAL
<b>TOTALS</b>	3794	0	1092	0	150	5036
<b>AVERAGES</b>	136	0	39	0	5	180

<b>Emergency Family</b>	<b>150</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>180</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>						<b>1</b>	<b>2</b>	
Emergency Men						121	123	244
Program Men						0	0	0
Emergency Women						35	36	71
Program Women						0	0	0
Emergency Family						6	6	12
<b>DAILY TOTALS</b>	0	0	0	0	0	162	165	327
<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	
Emergency Men	122	127	131	134	134	139	126	913
Program Men	0	0	0	0	0	0	0	0
Emergency Women	33	35	36	39	39	37	39	258
Program Women	0	0	0	0	0	0	0	0
Emergency Family	6	3	6	3	3	3	3	27
<b>DAILY TOTALS</b>	161	165	173	176	176	179	168	1198
<b>Week Month</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	
Emergency Men	135	136	133	131	128	131	132	926
Program Men	0	0	0	0	0	0	0	0
Emergency Women	40	35	39	39	40	40	40	273
Program Women	0	0	0	0	0	0	0	0
Emergency Family	3	7	3	7	3	7	3	33
<b>DAILY TOTALS</b>	178	178	175	177	171	178	175	1232
<b>3</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	
Emergency Men	142	145	139	146	145	142	140	999
Program Men	0	0	0	0	0	0	0	0
Emergency Women	40	39	41	41	42	42	40	285
Program Women	0	0	0	0	0	0	0	0
Emergency Family	3	7	7	7	7	7	7	45
<b>DAILY TOTALS</b>	185	191	187	194	194	191	187	1329
<b>4</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>			
Emergency Men	147	148	141	138	138			712
Program Men	0	0	0	0	0			0
Emergency Women	42	41	40	41	41			205
Program Women	0	0	0	0	0			0
Emergency Family	7	7	7	6	6			33
<b>DAILY TOTALS</b>	196	196	188	185	185	0	0	950







## CASA ESPERANZA TRANSITION SHELTER BED NIGHTS AUGUST 2013

	<b>Emer Men</b>	<b>Prog Men</b>	<b>Emer Wm</b>	<b>Prog Wm</b>	<b>Family</b>	<b>TOTAL</b>
<b>TOTALS</b>	<b>847</b>	<b>985</b>	<b>398</b>	<b>218</b>	<b>2</b>	<b>2450</b>
<b>AVERAGES</b>	<b>27</b>	<b>32</b>	<b>13</b>	<b>7</b>	<b>0</b>	<b>79</b>

<b>Emergency Families</b>	<b>2</b>	<b>(including Children) (in month)</b>	<b>Per Night Average</b>
			<b>79</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>					<b>1</b>	<b>2</b>	<b>3</b>	
Emergency Men					30	28	31	89
Program Men					29	30	28	87
Emergency Women					12	11	13	36
Program Women					6	7	7	20
Emergency Family					0	0	0	0
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77</b>	<b>76</b>	<b>79</b>	<b>232</b>
<b>2</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
Emergency Men	31	31	30	30	29	24	24	199
Program Men	29	31	31	31	30	29	26	207
Emergency Women	13	14	15	13	12	13	11	91
Program Women	7	7	6	7	7	7	5	46
Emergency Family	0	0	0	0	0	0	0	0
<b>DAILY TOTALS</b>	<b>80</b>	<b>83</b>	<b>82</b>	<b>81</b>	<b>78</b>	<b>73</b>	<b>66</b>	<b>543</b>
<b>3</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	
Emergency Men	27	26	28	28	27	26	24	186
Program Men	29	30	31	29	30	30	27	206
Emergency Women	13	11	11	12	11	12	13	83
Program Women	7	7	7	7	7	5	5	45
Emergency Family	0	0	0	0	0	0	0	0
<b>DAILY TOTALS</b>	<b>76</b>	<b>74</b>	<b>77</b>	<b>76</b>	<b>75</b>	<b>73</b>	<b>69</b>	<b>520</b>
<b>4</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	
Emergency Men	24	24	21	21	22	26	27	165
Program Men	32	32	34	34	35	36	33	236
Emergency Women	14	13	14	14	13	12	12	92
Program Women	7	6	6	8	8	6	7	48
Emergency Family	0	0	0	0	0	0	2	2
<b>DAILY TOTALS</b>	<b>77</b>	<b>75</b>	<b>75</b>	<b>77</b>	<b>78</b>	<b>80</b>	<b>81</b>	<b>543</b>
<b>5</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	
Emergency Men	30	30	31	30	27	30	30	208
Program Men	32	35	35	37	37	37	36	249
Emergency Women	12	13	16	14	12	14	15	96
Program Women	9	9	9	9	9	8	6	59
Emergency Family	0	0	0	0	0	0	0	0
<b>DAILY TOTALS</b>	<b>83</b>	<b>87</b>	<b>91</b>	<b>90</b>	<b>85</b>	<b>89</b>	<b>87</b>	<b>612</b>





### CASA ESPERANZA TRANSITION SHELTER BED NIGHTS NOVEMBER 2013

	Emer Men	Prog Men	Emer Wm	Prog Wm	Family	Rain	TOTAL
<b>TOTALS</b>	<b>363</b>	<b>1679</b>	<b>137</b>	<b>497</b>	<b>0</b>	<b>0</b>	<b>2676</b>
<b>AVERAGES</b>	<b>12</b>	<b>56</b>	<b>5</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>89</b>

<b>Emergency Families</b>	<b>0</b>	<b>(including Children)</b>	
		<b>(in month)</b>	<b>Per Night Average</b>
			<b>89</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>						<b>1</b>	<b>2</b>	
Emergency Men						10	11	21
Program Men						60	53	113
Emergency Women						4	4	8
Program Women						19	18	37
Emergency Family						0	0	0
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>93</b>	<b>86</b>	<b>179</b>
<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	
Emergency Men	12	9	9	11	13	13	13	80
Program Men	58	58	59	59	57	56	56	403
Emergency Women	5	4	7	5	7	7	5	40
Program Women	18	19	16	17	18	17	15	120
Emergency Family	0	0	0	0	0	0	0	0
Rain Beds								0
<b>DAILY TOTALS</b>	<b>93</b>	<b>90</b>	<b>91</b>	<b>92</b>	<b>95</b>	<b>93</b>	<b>89</b>	<b>643</b>
<b>3</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	
Emergency Men	12	13	14	14	14	10	10	87
Program Men	57	55	54	51	51	54	55	377
Emergency Women	6	5	5	5	3	4	3	31
Program Women	16	17	17	18	18	18	16	120
Emergency Family	0	0	0	0	0	0	0	0
Rain Beds								0
<b>DAILY TOTALS</b>	<b>91</b>	<b>90</b>	<b>90</b>	<b>88</b>	<b>86</b>	<b>86</b>	<b>84</b>	<b>615</b>
<b>4</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	
Emergency Men	10	11	12	12	12	12	12	81
Program Men	54	55	60	59	59	56	58	401
Emergency Women	3	4	5	6	4	4	4	30
Program Women	16	17	17	17	18	15	17	117
Emergency Family								0
<b>DAILY TOTALS</b>	<b>83</b>	<b>87</b>	<b>94</b>	<b>94</b>	<b>93</b>	<b>87</b>	<b>91</b>	<b>629</b>
<b>5</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	
Emergency Men	13	13	12	14	15	14	13	94
Program Men	57	56	57	56	51	54	54	385
Emergency Women	4	4	4	4	4	4	4	28
Program Women	15	15	15	15	13	15	15	103
Emergency Family	0	0	0	0	0	0	0	0
Rain Beds								0
<b>DAILY TOTALS</b>	<b>89</b>	<b>88</b>	<b>88</b>	<b>89</b>	<b>83</b>	<b>87</b>	<b>86</b>	<b>610</b>
<b>6</b>								
Emergency Men								0
Program Men								0
Emergency Women								0
Program Women								0
Emergency Family								0
<b>DAILY TOTALS</b>	<b>0</b>							





## CASA ESPERANZA EMERGENCY SHELTER BED NIGHTS FEBRUARY 2014

	Emer Men	Prog Men	Emer Wmn	Prog Wmn	Family	TOTAL
<b>TOTALS</b>	3974	0	1163	0	69	5206
<b>AVERAGES</b>	142	0	42	0	2	186

<b>Emergency Family</b>	<b>69</b>	<b>(including Children)</b>	
		<b>(in month)</b>	<b>Per Night Average</b>
			<b>186</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>							<b>1</b>	
Emergency Men							133	133
Program Men								0
Emergency Women							41	41
Program Women								0
Emergency Family							2	2
<b>DAILY TOTALS</b>	0	0	0	0	0	0	176	176
<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	
Emergency Men	135	142	141	142	139	138	138	975
Program Men								0
Emergency Women	41	42	42	42	42	40	38	287
Program Women								0
Emergency Family	2	0	0	0	0	2	2	6
<b>DAILY TOTALS</b>	178	184	183	184	181	180	178	1268
<b>Week Month</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	
Emergency Men	140	137	140	143	142	141	132	975
Program Men								0
Emergency Women	40	42	41	41	42	43	40	289
Program Women								0
Emergency Family	2	2	2	2	5	5	5	23
<b>DAILY TOTALS</b>	182	181	183	186	189	189	177	1287
<b>3</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	
Emergency Men	149	149	149	145	145	143	143	1023
Program Men								0
Emergency Women	44	43	43	39	41	39	40	289
Program Women								0
Emergency Family	2	2	2	2	2	2	2	14
<b>DAILY TOTALS</b>	195	194	194	186	188	184	185	1326
<b>4</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>		
Emergency Men	138	145	142	144	149	150		868
Program Men								0
Emergency Women	44	44	43	43	41	42		257
Program Women								0
Emergency Family	2	2	5	5	5	5		24
<b>DAILY TOTALS</b>	184	191	190	192	195	197	0	1149



## CASA ESPERANZA TRANSITION & EMERGENCY SHELTER BED NIGHTS APRIL 2014

	Emer Men	Prog Men	EmerWmn	Prog Wmn	Family	TOTAL
<b>TOTALS</b>	<b>392</b>	<b>1331</b>	<b>234</b>	<b>537</b>	<b>0</b>	<b>2494</b>
<b>AVERAGES</b>	<b>13</b>	<b>44</b>	<b>8</b>	<b>18</b>	<b>0</b>	<b>83</b>

<b>Emergency Family</b>	<b>0</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>83</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
Emergency Men			11	9	8	10	11	49
Program Men			51	50	45	47	46	239
Emergency Women			11	11	11	9	11	53
Program Women			17	18	17	17	17	86
Emergency Family			0	0	0	0	0	0
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>88</b>	<b>81</b>	<b>83</b>	<b>85</b>	<b>427</b>
<b>2</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	
Emergency Men	13	12	12	10	10	10	12	79
Program Men	47	46	48	47	48	44	44	324
Emergency Women	3	10	11	12	12	12	12	72
Program Women	18	17	18	19	19	19	18	128
Emergency Family	0	0	0	0	0	0	0	0
Rain Beds								0
<b>DAILY TOTALS</b>	<b>81</b>	<b>85</b>	<b>89</b>	<b>88</b>	<b>89</b>	<b>85</b>	<b>86</b>	<b>603</b>
<b>3</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	
Emergency Men	12	15	15	20	18	15	14	109
Program Men	45	46	47	45	45	40	39	307
Emergency Women	3	12	10	11	12	10	10	68
Program Women	17	19	17	18	19	16	17	123
Emergency Family								0
<b>DAILY TOTALS</b>	<b>77</b>	<b>92</b>	<b>89</b>	<b>94</b>	<b>94</b>	<b>81</b>	<b>80</b>	<b>607</b>
<b>4</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	
Emergency Men	14	15	14	13	13	13	14	96
Program Men	41	42	44	43	43	43	40	296
Emergency Women	1	1	1	5	4	4	4	20
Program Women	17	19	20	19	19	18	18	130
Emergency Family								0
<b>DAILY TOTALS</b>	<b>73</b>	<b>77</b>	<b>79</b>	<b>80</b>	<b>79</b>	<b>78</b>	<b>76</b>	<b>542</b>
<b>5</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>				
Emergency Men	16	16	16	11				59
Program Men	40	40	40	45				165
Emergency Women	4	4	6	7				21
Program Women	19	17	16	18				70
Emergency Family	0	0	0	0				0
<b>DAILY TOTALS</b>	<b>79</b>	<b>77</b>	<b>78</b>	<b>81</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>315</b>

**CASA ESPERANZA TRANSITION & EMERGENCY SHELTER BED NIGHTS MAY 2014**

	<b>Emer Men</b>	<b>Prog Men</b>	<b>Emer Wmn</b>	<b>Prog Wmn</b>	<b>Family</b>	<b>Rain</b>	<b>TOTAL</b>
<b>TOTALS</b>	<b>427</b>	<b>1544</b>	<b>113</b>	<b>558</b>	<b>69</b>	<b>0</b>	<b>2711</b>
<b>AVERAGES</b>	<b>14</b>	<b>50</b>	<b>4</b>	<b>18</b>	<b>2</b>	<b>0</b>	<b>87</b>

<b>Emergency Family</b>	<b>69</b>	<b>(including Children)</b>	<b>Per Night Average</b>
		<b>(in month)</b>	<b>87</b>

	SUN	MON	TUE	WED	THU	FRI	SAT	TOTALS
<b>1</b>					<b>1</b>	<b>2</b>	<b>3</b>	
Emergency Men					13	13	11	37
Program Men					43	40	42	125
Emergency Women					7	4	3	14
Program Women					16	19	17	52
Emergency Family					0	0	2	2
<b>DAILY TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79</b>	<b>76</b>	<b>75</b>	<b>230</b>
<b>2</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
Emergency Men	10	10	11	13	12	12	13	81
Program Men	42	45	44	45	49	50	48	323
Emergency Women	5	2	3	4	3	3	3	23
Program Women	15	17	18	16	16	19	19	120
Emergency Family	2	2	2	2	2	6	6	22
<b>DAILY TOTALS</b>	<b>74</b>	<b>76</b>	<b>78</b>	<b>80</b>	<b>82</b>	<b>90</b>	<b>89</b>	<b>569</b>
<b>3</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	
Emergency Men	17	15	15	17	13	13	14	104
Program Men	51	50	48	51	50	51	47	348
Emergency Women	4	2	4	4	5	4	4	27
Program Women	17	16	17	19	19	18	19	125
Emergency Family	6	3	3	3	3	3	3	24
Rain Beds								0
<b>DAILY TOTALS</b>	<b>95</b>	<b>86</b>	<b>87</b>	<b>94</b>	<b>90</b>	<b>89</b>	<b>87</b>	<b>628</b>
<b>4</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	
Emergency Men	15	16	17	16	16	15	15	110
Program Men	51	51	54	54	57	54	53	374
Emergency Women	3	4	5	5	3	3	3	26
Program Women	20	18	19	20	18	19	17	131
Emergency Family	3	3	3	3	3	0	0	15
<b>DAILY TOTALS</b>	<b>92</b>	<b>92</b>	<b>98</b>	<b>98</b>	<b>97</b>	<b>91</b>	<b>88</b>	<b>656</b>
<b>5</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	
Emergency Men	12	12	15	14	14	14	14	95
Program Men	54	54	57	55	56	51	47	374
Emergency Women	3	3	3	3	4	3	4	23
Program Women	18	18	18	18	20	19	19	130
Emergency Family					2	2	2	6
<b>DAILY TOTALS</b>	<b>87</b>	<b>87</b>	<b>93</b>	<b>90</b>	<b>96</b>	<b>89</b>	<b>86</b>	<b>628</b>





## 2014 MATF Report to Planning Commission:

### **Milpas Action Task Force Problem Solving Approach**

#### **Principles of Engagement**

*Offer Respect and Attention  
Ask for clarification  
Avoid characterizing interests  
Acknowledge and Try to  
Understand others concerns  
Refrain from side conversations  
Silence cell phones  
Share responsibility for success  
Best Good Faith Efforts  
Honor Commitments  
Share Information Early  
MATF approved media outreach  
Represent constituencies  
Inform MATF regarding  
constraints on decision-making*

#### **Responsibilities**

*Monitor progress of Casa  
Esperanza and City in meeting  
their action plan objectives and  
commitments  
Monitor neighborhood conditions  
(where problems exist and where  
improvements have taken place)  
Decide on appropriate action to  
resolve problems  
Discuss challenges and  
opportunities with the  
neighborhood surrounding Casa  
Esperanza with the intention of  
taking responsibility for making  
improvements and creating  
success stories  
Determine how to apply  
neighborhood  
watch/cleanup/outreach  
resources  
Utilize diverse ad-hoc  
subcommittees to develop specific  
options and initiatives  
Build support for Casa Esperanza's  
2-year PC report*

#### **Decision Making**

*Strive to achieve decisions on  
matters of substance by consensus.  
Articulate interests, propose  
alternatives and listen.*

*Excerpted from Approved Meeting  
Protocols 1.4*

This report is submitted by the Chair and Vice Chair of the Milpas Action Task Force (MATF) as a part of Casa Esperanza's 2014 Progress Report to the Planning Commission.

### **I. Background and Operations**

The Milpas Action Task Force was mandated by the City Council in February of 2004 to identify and resolve issues in the neighborhood around Casa Esperanza. This report covers MATF activities since Casa Esperanza's 2012 Progress Report to the Planning Commission.

In late September 2012, the City retained John Jostes to assist the Milpas Area Task Force to redefine its operational structure and enhance the body's problem solving capacity with regard to the operations of the Casa Esperanza Homeless facility on Cacique Street. The resulting meeting protocols adopted by the group in 2013 have been instrumental in the MATF working together to solve issues as they arise. Please refer to the sidebar which is excerpted from the approved Meeting Protocols.

The membership of MATF includes representatives from the Milpas Neighborhood Businesses/Residents and representatives from Casa Esperanza. The City provides administrative and police department support staff and City Council liaisons. The current roster of participants is as follows:

#### **Participants / Representing:**

Dave Tabor, Casa Esperanza – Chair  
Alan Bleecker, Business – Vice Chair  
Barbara Allen, Casa Esperanza  
Joe Tumbler, Casa Esperanza  
Sharon Byrne, Business  
John Dixon, Business  
TBD, Casa Esperanza (Ron Fox retired from MATF in July)  
Allen Ramirez, Business  
Julianna Reichard, Business  
Jeff Shaffer, Casa Esperanza/C3H  
Kathleen Wilson, Casa Esperanza (Alternate)  
Sebastian Aldana, Business (Alternate)

#### **City Support Staff:**

Sue Gray, ComDev  
Deirdre Randolph, ComDev  
Capt. David Witham, PD  
Brent Mandrell, PD  
Warren Holtke, PD

#### **Council Liaison:**

Frank Hotchkiss  
Cathy Murillo

MATF meetings were held monthly until July 2014 when the group, by consensus, agreed that meetings would be held every other month. MATF adopted the use of small, diverse, outcome oriented ad-hoc subcommittees with discrete, three-month timelines for making progress on key issues facing MATF. These subcommittees, composed of representatives of both the business/resident representatives and Casa Esperanza representatives, have streamlined the operation of the MATF and resulted in improved task force functionality. Decisions are made by consensus of all participants.

## II. MATF Activities and Accomplishments

As a part of the approved Meeting Protocols, MATF is required to submit quarterly reports to the Community Development Director. These reports identify activities and accomplishments of MATF. Key activities and accomplishments are listed below. For more detail, please review the attached Quarterly Reports.

- Developed a comprehensive email distribution list
- Developed the Good Neighbor Policy Expansion Pilot Project (approved by Casa Esperanza Board)
- Approved the reissuance of the "Do & Don't Letter" (Helpful Tips for Responding to Common Problems in Your Neighborhood)
- Held a Community Meeting in April 2013 to gather input from neighbors regarding issues of concern.
- Developed Protocol for Reporting Illegal Behavior to Casa Esperanza
- Held an evening Community Workshop in July 2013 to educate the neighborhood on safe protocols for dealing with disruptive/nuisance behavior.
- Took a Proactive approach to Casa Esperanza Programmatic Changes
- Commenced the Milpas Inter-Disciplinary Outreach Team – Milpas Outreach Program
- New Citywide Report "Restorative Policing Team Statistical Data"
- The Incident Log subcommittee developed a reporting tool using a City website, to track incidents that occur in the High Impact Area.

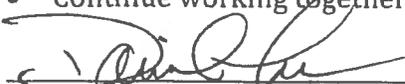
## III. Casa Esperanza in Transition

Due to ongoing financial challenges, during the past year Casa Esperanza has undergone several programmatic changes. As of July 1, 2013, they switched to a sobriety-based shelter program for their 100-bed year-round shelter program and their 200-bed emergency winter shelter. In addition, as of September 17, 2013, Casa Esperanza closed its drop-in Day Center services for non-shelter residents and suspended the Community Kitchen lunch program for non-shelter residents. In addition, Casa Esperanza's top two senior management staff were laid off and they have had two Interim Executive Directors.

The MATF has largely been supportive of the programmatic changes; however concerns have been raised regarding the multiple changes in Casa Esperanza's management; the ongoing financial stability of the organization; and the continued implementation of changes that have benefited the neighborhood.

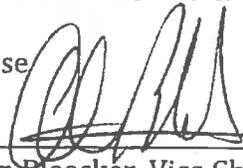
## IV. Future Items to Discuss

- Sit/Lie Ordinance
- Alcohol Ordinance
- Work with PD on notifications and locations for the Sheriff's Work Alternative Program (SWAP) to assist with camp cleanups
- Continue working together to solve issues as they arise

  
\_\_\_\_\_  
Dave Tabor, Chair

\_\_\_\_\_  
Date

9/12/14

  
\_\_\_\_\_  
Alan Bleecker, Vice Chair

\_\_\_\_\_  
Date

09/12/14

**Milpas Action Task Force  
Quarterly Report #1**

**November 2012 - March 2013**

<b>OBJECTIVES</b>	
<b>1. Adopted Meeting Protocols on January 8, 2013</b>	
<b>Comments:</b>	<p>The meeting protocols were signed by all 10 participants and include the following:</p> <p><i>Principles of Engagement</i></p> <ul style="list-style-type: none"> <li>• Offer Respect and Attention</li> <li>• Ask for clarification</li> <li>• Avoid characterizing motives Acknowledge and Try to Understand other's motives Refrain from side conversations Silence cell phones</li> <li>• Share responsibility for success Best Good Faith Efforts</li> <li>• Honor Commitments</li> <li>• Share Information Early</li> <li>• MATF approved media outreach</li> <li>• Represent constituencies</li> <li>• Inform MATF regarding constraints on decision-making</li> </ul> <p><i>Responsibilities</i></p> <ul style="list-style-type: none"> <li>• Monitor progress of Casa Esperanza and City in meeting their action plan objectives and commitments</li> <li>• Monitor neighborhood conditions (where problems exist and where improvements have taken place)</li> <li>• Decide on appropriate action to resolve problems</li> <li>• Discuss challenges and opportunities with the neighborhood surrounding Casa Esperanza with the intention of taking responsibility for making improvements and creating success stories</li> <li>• Determine how to apply neighborhood watch/cleanup/outreach resources</li> <li>• Utilize diverse ad-hoc subcommittees to develop specific options and initiatives</li> <li>• Build support for Casa Esperanza's 2-year PC report</li> </ul> <p><i>Decision Making</i></p> <ul style="list-style-type: none"> <li>• Strive to achieve decisions on matters of substance by consensus.</li> <li>• Articulate interests, propose alternatives and listen.</li> </ul> <p><i>Objective Evaluation Criteria</i></p> <ul style="list-style-type: none"> <li>• Articulated specific set of six criteria for measuring task force effectiveness over time and advising the Community Development Director</li> </ul>
<b>2. Casa Esperanza's Conditional Use Permit Requirements regarding condition #10, Neighborhood Outreach was clarified</b>	
<b>Comments:</b>	A map depicting the three segments associated with Neighborhood Outreach activities required by the Conditional Use Permit was developed and dispensed

	<p>Segment 1 (Milpas St. from Mason St. south to Roundabout)          Segment 2 (South of US 101 west of Milpas)          Segment 3 (South of US 101, east of Milpas)</p> <ul style="list-style-type: none"> <li>• Casa Esperanza's Neighborhood Outreach consists of staff and volunteers contacting businesses and residents to hear about what is going on and handing out the "Do's and Don'ts Letter"</li> <li>• Each segment must be visited at least twice per week</li> <li>• The Good Neighbor Policy is enforced in all three segments</li> <li>• There should be at least three documented contacts within each segment per week</li> </ul> <p>In addition to the Neighborhood Outreach required by the CUP, Casa Esperanza also does the following:</p> <ul style="list-style-type: none"> <li>• Casa Security and Supervisors visit businesses located in the 'High Traffic Area' approximately 5-8 times per day and hand out a phone tree and the Good Neighbor Policy</li> <li>• Casa staff and volunteers conduct a monthly Neighborhood Outreach (fourth Friday of each month) to canvass the area and hand out the "Do's and Don'ts Letter"</li> </ul>
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<p>3. Adopted the use of small, diverse, outcome oriented ad-hoc subcommittees with discrete, three-month timelines for making progress on key issues facing MATF</p>	
Comments:	<p>The group agreed that there are a number of topics that could benefit from this approach, allowing a subset of the full task force to gather and assess information and present either options or a preferred approach to specific issue areas for consideration by the full group. The group agreed that subcommittees should include members of both Casa Esperanza and The Milpas Community Association.</p> <p>These subcommittees have streamlined the operation of the MATF and resulted in improved task force functionality.</p>

<p>4. Three subcommittees were formed and all came back to the full group with suggestions.</p>	
Comments:	<p>Subcommittees, consisting of representatives from both Casa Esperanza and the Milpas Community Association, included the following:</p> <ul style="list-style-type: none"> <li>• Problem Statement which was included in the Meeting Protocols</li> <li>• Casa Esperanza Good Neighbor Policy Expansion</li> <li>• MATF Noticing for Quarterly meetings with the public</li> </ul>

<p>5. Meeting Topics have been identified for future meetings (up to 3 months in advance)</p>	
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Comments:	Topics include: <ul style="list-style-type: none"><li>• Casa Esperanza's Board decision regarding GNP expansion</li><li>• Email contact list and invitation/announcement of April MATF Community meeting.</li><li>• Possible City Fire Department participation on MATF</li><li>• Discuss the establishment of an MCA outreach team. This team could work with other outreach volunteers.</li><li>• Develop useful statistics from Casa Esperanza's GNP Consequence Reports.</li></ul>
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**Milpas Action Task Force  
Quarterly Report #2**

**April 2012 - June 2013**

**OBJECTIVES**

**1. Developed a comprehensive email distribution list.**

**Comments:** The Public Noticing and Participation subcommittee developed a comprehensive directory of businesses covering the Milpas corridor from Canon Perdido to Mason and Map Segments I, II, and III. MCA maintains its membership's emails and City staff is collecting email addresses gathered at Community Meetings. City staff will maintain the directory with email addresses obtained on an ongoing basis. The list will be used to inform residents and businesses of MATF Quarterly Community meetings as well as other pertinent information.

**2. Casa Esperanza Board approved the Good Neighbor Policy Expansion Pilot Project (April 1st – June 30<sup>th</sup>).**

**Comments:** After review of the GNP-EX subcommittee's map and protocol's, the group agreed by consensus to commence the pilot program for GNP-EX on April 1 for 90-days. Casa Esperanza established a dedicated phone line; posted the GNP-EX throughout the Center (and at the entrance) and made every attempt to inform all users of the Center about the expansion. The group acknowledged that the GNP-EX covers objectionable (not necessarily illegal) behaviors. The group agreed that the Milpas community can also communicate GNP-EX expectations to those encountered.

**3. Approved the reissuance of the "Do & Don't Letter" (Helpful Tips for Responding to Common Problems in Your Neighborhood).**

**Comments:** By consensus, the MATF approved reissuing the "Do & Don't Letter". The letter incorporated the Casa GNP-EX dedicated phone line; and it included MCA, Casa and City logos. The MCA President, Casa Board President and the City Community Development Director signed the letter. The revised letter was disseminated throughout the GNP-EX area.

**4. Held a Community Meeting in April 2013.**

**Comments:** The first quarterly community meeting was held on April 10th to engage the Milpas community and connect and educate neighbors. Approximately 20 neighbors attended and were broken into groups by area "segment".

Each table had representatives from the MCA, CASA and City (13 MATF members) there to help the groups discuss specific "pain points" – What happened/What they did/What we want them to do. Both Council liaisons were also in attendance (Murillo and Hotchkiss).

After the meeting, the notes from each group were summarized and the following suggestions were brought back to the MATF for possible action:

**a) Form a subcommittee to organize the next neighborhood meeting that incorporates a "community training" component.**

A subcommittee of Sharon, Imelda, Ed, and Deirdre are working to organize this

**Milpas Action Task Force  
Quarterly Report #3**

**July 2013 - September 2013**

**OBJECTIVES**

**1. Held an evening Community Workshop**

Outcome & Comments:	An evening Community Workshop was held on July 10. Approximately 20 residents and business owners were in attendance. Casa Esperanza's Culinary Arts Program provided a wide array of hors d'oeuvres and sweets. Imelda Loza, Sharon Byrne, and Ed Olsen participated in the power-point presentation. The theme of the meeting and presentation was to provide case examples, definitions, provide tools & encourage the community to Take Action and work together toward solutions. Most of the feedback was positive. There was a suggestion made that at community meetings, members refer to "MATF", (e.g. "MATF worked to extend the Good Neighbor Policy area of influence" instead of "Casa agreed with MCA to extend the Good Neighbor area").
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**2. Promoted extension of Good Neighbor Policy**

Outcome & Comments:	Casa Esperanza Board approved extending the Good Neighbor Policy Expansion Pilot Project (July 1 through September 30). The board will be deciding upon another 90 day extension at their September 25 <sup>th</sup> meeting.
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**3. Developed Subcommittee to Establish Protocol for Reporting Illegal Behavior to Casa Esperanza**

Outcome & Comments:	The Incident Log subcommittee presented a draft "Incident Log". The subcommittee is working to define expectations, use, parameters, and data points to enable incident reporting (and compilation of data) via a designated section of the City website.
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**4. Proactive approach to Casa Esperanza Programmatic Changes**

Outcome & Comments:	The previously established subcommittee was to make recommendations to Casa Esperanza's Board regarding proposed sobriety-based model program model. With the upcoming closure of the day center and lunch program, the subcommittee will determine how MATF can identify possible issues and determine proactive approaches.
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**5. Milpas Inter-Disciplinary Outreach Team – Milpas Pilot Community**

Outcome & Comments:	Jeff Shaffer worked with John Jostes to arrive at the MATF's Opportunity Question: <i>"How can we reduce chronic and veteran homelessness and the impacts of homelessness within the Milpas community through the use of the Vulnerability Index, consideration of other 'high impact' factors, and the creation of an interdisciplinary outreach team?"</i> MATF agreed to assist and participate in a September meeting with all partners. This meeting's agenda will be to discuss and define 'high impact' factors and short-term strategies.
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**6. New Citywide Report "Restorative Policing Team Statistical Data"**

Outcome & Comments:	A new report provided by Ed Olsen "Restorative Policing Team Statistical Data" will now be included each month as a consent item.
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**7. Meeting Topics identified for future meetings (up to 3 months in advance)**

	<p>meeting. The meeting was tentatively scheduled for the evening of July 10.</p> <p><b>b) Send a cover letter and the “Do’s and Don’ts out to the businesses identified at the meeting as problem areas.</b>        A letter was mailed on May 17 to specific businesses identified as “hot spots” by neighbors. The letter asks the businesses to work with the MATF and PD to discourage problem behaviors on or near their business.</p> <p><b>c) Form a subcommittee to work with the City to develop a panhandling ordinance for the Milpas corridor.</b>        The group tabled this item due to the proposed ‘Homeless Bill of Rights Act’ CA Assembly Bill 5 which, if passed, could nullify a City’s “Sit &amp; Lie” ordinances and other adopted programs and would be a step backward in dealing with homelessness issues.</p>
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<b>5. Casa Esperanza Programmatic Changes</b>	
Comments:	A subcommittee was formed make recommendations to Casa Esperanza’s Board regarding proposed program changes to create a sobriety-based center for residential (including Winter Shelter) and day center clients.

<b>6. Protocol for Reporting Illegal Behavior to Casa Esperanza</b>	
Comments:	An Incident Log subcommittee was formed to come up with possible ideas regarding a protocol for reporting illegal or unacceptable behavior to Casa Esperanza.

<b>7. Meeting Topics identified for future meetings (up to 3 months in advance)</b>	
Comments:	<p>Topics include:</p> <ul style="list-style-type: none"> <li>• Review GNP-EX protocol/results and make recommendation to Casa Esperanza Board regarding continuation</li> <li>• Protocol for Reporting Illegal Behavior to Casa Esperanza</li> <li>• Discuss the establishment of an MCA outreach team. This team could work with other outreach volunteers.</li> <li>• Develop useful statistics from Casa Esperanza’s GNP Consequence Reports</li> <li>• Explore the possibility of an Alcohol Ordinance (based upon Ventura model)</li> </ul>

**Milpas Action Task Force  
Quarterly Report #4**

**October 2013 - December 2013**

**OBJECTIVES**

**1. Held an evening Community Workshop**

Outcome & Comments:	The MATF decided to hold semi-annual community meetings instead of quarterly. The next community meeting will be in April.
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**2. Promoted extension of Good Neighbor Policy**

Outcome & Comments:	Casa Esperanza Board approved another 90 day extension of the Good Neighbor Policy Expansion Pilot Project (September through December 2013).
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**3. MATF Incident Log**

Outcome & Comments:	The Incident Log subcommittee developed a reporting tool using a City website, to track incidents that occur in the High Impact Area.
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**4. Proactive approach to Casa Esperanza Programmatic Changes**

Outcome & Comments:	The initial impact following the programmatic changes at Casa Esperanza (sober-based shelter and closure of the day center and lunch program) were positive so the subcommittee was put on hold to see what issues, if any, may occur with the opening of the winter shelter.
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**5. Milpas Inter-Disciplinary Outreach Team – Milpas Pilot Community**

Outcome & Comments:	Work continued on the development of the outreach team for the Milpas area. It is expected to begin sometime in January.
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**6. Sit/Lie Ordinance**

Outcome & Comments:	Information was gathered regarding the possibility of pursuing a Sit/Lie ordinance for the Milpas area. After hearing from the City Attorney's Office and the Police Department, the MATF decided to put this on hold.
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**7. Alcohol Ordinance**

Outcome & Comments:	The MATF decided to explore further the concept of an Alcohol Ordinance and will be gathering more information in the next quarter.
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**8. Meeting Topics identified for future meetings (up to 3 months in advance)**

Comments:	<p>Topics include:</p> <ul style="list-style-type: none"> <li>• Collect statistics from the MATF Incident Log.</li> <li>• Plan April Community Meeting</li> <li>• Evaluate Casa Esperanza's Good Neighbor Policy</li> <li>• Support Milpas Inter-Disciplinary Outreach Team efforts</li> <li>• Explore the feasibility of pursuing an Alcohol Ordinance</li> </ul>
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Comments:	Topics include: <ul style="list-style-type: none"><li>• Develop useful statistics from Casa Esperanza's GNP Consequence Reports</li><li>• Determine w/ City Attorney threshold data needed in developing a Sit/Lay ordinance for the Milpas corridor since AB5 did not pass.</li><li>• Develop next Quarterly Community Meeting</li></ul>
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**Milpas Action Task Force  
Quarterly Report #5**

**January 2014 - March 2014**

**OBJECTIVES**

**1. MATF Protocol Change**

<b>Outcome &amp; Comments:</b>	<p>MATF members unanimously supported the following change to the MATF Protocols:</p> <p>Role and Election of Chair and Vice Chair: The MATF will elect a chair and vice chair at the first meeting of the calendar year with a term of one year. The Chair and vice chair should mirror the diversity of the MATF with the vice-chair from one year taking on the chair position in the next year unless compelling reasons warrant otherwise. (e.g., resignation from the MATF, etc.) Individuals may serve more than one non-consecutive term as chair or vice chair as long as unanimous support by all designated MATF members exists.</p> <p>Dave Tabor was elected to serve a second year as Chair and Alan Bleecker was voted to serve a second year as Vice Chair.</p>
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**2. MATF Incident Log**

<b>Outcome &amp; Comments:</b>	<p>The Incident Log was refined and tested by MATF members.</p>
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**3. Milpas Inter-Disciplinary Outreach Team – Milpas Pilot Community**

<b>Outcome &amp; Comments:</b>	<p>The Outreach Team began working with 5 individuals. Progress was reported at each MATF meeting.</p>
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**4. Alcohol Ordinance**

<b>Outcome &amp; Comments:</b>	<p>Ventura Councilwoman Christie Weir and Ariel Calonne (former Ventura City Attorney &amp; new City of Santa Barbara City Attorney) provided a presentation regarding the City of Ventura's Responsible Retailer Program, including the history, research, and public process that lead to the adoption of the program, which includes an active Alcohol Task Force, phone-tree system and training component. The goal is to have alcohol suppliers (retail sales, bars and restaurants) serve responsibly. Annual fees (based upon a sliding scale) and enforcement fees fund salary for one alcohol enforcement officer.</p>
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**5. Meeting Topics identified for future meetings (up to 3 months in advance)**

<b>Comments:</b>	<p>Topics include:</p> <ul style="list-style-type: none"><li>• Collect statistics from the MATF Incident Log.</li><li>• Plan Community Meeting</li><li>• Support Milpas Inter-Disciplinary Outreach Team efforts</li><li>• Explore the feasibility of pursuing an Alcohol Ordinance</li></ul>
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**Milpas Action Task Force  
Quarterly Report #6**

**April - June 2014**

**OBJECTIVES**

**1. Milpas Inter-Disciplinary Outreach Team – Milpas Pilot Community**

<b>Outcome &amp; Comments:</b>	The outreach team actively worked with 3 of the 10 identified chronic homeless in the area. It was reported that there are two outreach teams, one is an enhanced housing services team, and the other is working to address the Milpas area. One person has been housed to date. They are working on developing a list of available units to help ensure long term success.
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**2. Alcohol Ordinance**

<b>Outcome &amp; Comments:</b>	By consensus, the group decided to keep the Alcohol Ordinance subcommittee and report back to the full MATF group on any progress on community efforts to propose an Alcohol Ordinance. Milpas Community Association will approach the Chamber of Commerce and Downtown Organization to see if either has any interest in pursuing an ordinance.
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**3. Reports Received**

<b>Comments:</b>	<p>The group received a report from Rick Fulmer about the process for clean-up of homeless encampments. The Sheriff's Work Alternative Program (SWAP) to assist with the cleanup is back up and running to there will be more clean ups. MATF will work with PD on notifications and locations.</p> <p>The group also received a report from the Rescue Mission regarding their services and the impact that Casa Esperanza's new sober model has had on their services.</p>
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**4. Meeting Topics identified for future meetings (up to 3 months in advance)**

<b>Comments:</b>	<p>Topics include:</p> <ul style="list-style-type: none"><li>• Collect statistics from the MATF Incident Log.</li><li>• Plan Community Meeting</li><li>• Support Milpas Inter-Disciplinary Outreach Team efforts</li></ul>
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**INTERACTIVE  
PLANNING AND MANAGEMENT, LLC**

DISPUTE RESOLUTION  
MEETING FACILITATION  
STRATEGIC PLANNING  
DECISION SUPPORT  
PROGRAM MANAGEMENT

March 14, 2013

Mr. Paul Casey  
Community Development Director  
City of Santa Barbara  
630 Garden Street  
Santa Barbara, CA 93101

Subject: Final Summary Report regarding Milpas Area Task Force (MATF)

Dear Paul:

In late September 2012, I was retained to assist the Milpas Area Task Force to redefine its operational structure and enhance the body's problem solving capacity with regard to the operations of the Casa Esperanza Homeless facility on Cacique Street. This correspondence articulates the results of that process during my engagement as a professional facilitator and mediator. My engagement was intended to be short-lived and focused on improving group dynamics and functionality of the group. My approach was comprised of several steps including a diagnostic situation assessment, engagement/intervention, productivity enhancement and problem solving.

Situation Assessment

Following my attendance at the October 4<sup>th</sup> Planning Commission hearing on Casa Esperanza's Conditional Use Permit (CUP), I conducted a series of meetings with City staff, and individual and small group stakeholder meetings/interviews. Through those efforts, it became clear that the Milpas Action Task Force had reached a level of dysfunction and impasse that precluded it from serving its intended role and function prescribed by the CUP. This situation was compounded by vague language within the CUP regarding the group's role and responsibilities. Taken together, the meetings and interviews revealed low levels of trust and respect, an inability to "separate the people from the problems", a general lack of productivity, and an absence of cooperation. In short, the group had 'lost its way', in spite of good intentions.

Intervention/Action Plan

After completing the initial situation assessment, I set out to reconvene the MATF with a new problem solving structure and focus which entailed crafting and negotiating a new set of meeting protocols, prescribing specific roles and responsibilities, and proposing a new decision making framework, a new membership structure, and terms of engagement. Membership and organizational representation was modified and the 'reconstituted MATF' made a commitment at the first meeting to deal with differences as problems to be solved, not battles to be won.

Parallel to these structural changes, a draft "Problem Statement" was developed based upon the input received during the initial stakeholder interviews. This document was presented at

the first meeting and subjected to intense negotiations at and away from the meetings. In the end, the document was adopted unanimously. This document clarified the 'why, what, how when and where' for the group and served as the MATF's first substantive agreement. During that process, a multi-stakeholder subcommittee was engaged to iron out the details and this approach served as a model for the group in working through future challenges and opportunities.

Meeting attendance by City staff also shifted, by designating staff in a support role rather than a decision making role and agendas were crafted such that staff attendance was driven by the topics under discussion rather than an expectation to attend. This further focused the group on more deliberate discussions while still allowing items of interest to be identified, prioritized and scheduled for discussion at a future point in time.

#### Outcomes and Value Added

Positive outcomes as articulated by the Quarterly Report of the MATF adopted at its March 13, 2013 (attached) are the result of hard work on the part of all of the members of the task force, in cooperation with City staff, as well as considerable 'give-and-take' on the part of individuals.

From a process and structural perspective, the following outcomes emerged:

- Decision-making shifted from majority rule to consensus and individuals took responsibility for exploring options for mutual gain rather than just saying "no".
- The group embraced the use of subcommittees to brainstorm and work through differences outside of meetings, rather than taking up group time. This approach not only streamlined the MATF meetings but saved staff time as well.
- Meeting agendas more clearly articulated expectations and desired outcomes and provided participants ample time to prepare and come to meetings focused on decision making rather than speech-making.
- Meeting notes focused on what was accomplished, who made commitments, and next steps, rather than who said what.
- The change in membership to include participation by a representative from the Central Coast Coalition for the Homeless (C3H) not only changed the group dynamics in a positive way, and brought new resources to neighborhood homeless issues, but also provided the opportunity to link the work of the MATF to broader, region-wide initiatives and opportunities for collaboration.

From a substantive perspective, the group has:

- Clarified ambiguities embodied within the Conditional Use Permit including
  - Better differentiation between neighborhood outreach efforts and community input and participation efforts.
  - New metrics for measuring task force functionality and success.
- Expanded and clarified neighborhood outreach roles and responsibilities.
- Improved reporting of COMSTAT data by the Police Department
- Revised and expanded the Good Neighbor Reporting process by Casa Esperanza.

Mr. Paul Casey  
March 14, 2013  
Page 3

- Mapped areas within which neighborhood outreach takes place as well as developing an expanded area for neighborhood outreach and problem monitoring - “the listening zone”.
- Instituted quarterly public outreach meetings to inform and solicit feedback from area residents and merchants.
- Developed e-mail notification lists for the purposes of keeping people informed of the progress of the MATF and of opportunities to engage with the group.
- Improved notification procedures for Casa Esperanza members so as to more clearly convey consequences of bad behavior.

New initiatives are being considered and undertaken on a provisional basis for a trial period to gauge their effectiveness. This “do and fix” approach articulated by the current MATF chair helps break big decisions into smaller pieces involving less risk and commitment and allowing for adaptive management.

#### Behavioral Improvements

At the beginning of my engagement, personal behaviors were problematic and characterized by low trust, low respect, hostility and positional engagement. These behaviors have changed to a significant degree resulting in an environment that is significantly less hostile, more productive, and solution-oriented. While substantive differences remain and can be expected to persist, there is a noticeable improvement of trust and respect amongst the group. For example, where previously city staff was viewed as biased by both sides, they now have earned greater respect and trust of the group. In addition, improved working relationships have emerged between the Police Department, the Milpas Community Association and Casa Esperanza staff and Board members. People appear more willing to listen to each other and focus on the future than was the case during the early portions of my engagement with the group. However, the group will likely need to work through more challenging differences of opinion to reinforce these behaviors over time. Also, as existing MATF members cycle out and new participants engage, it will be important to review the roles and responsibilities of membership so as to reinforce productive behaviors.

#### Ongoing Challenges

From my perspective, there remain several challenges which will test the productivity and performance of the MATF over time. My work has focused largely on process and relationship building rather than specific land use impacts and chronic problems associated with homelessness.

- Incidents of bad behavior on the part of homeless individuals will continue to challenge the group to identify and undertake new initiatives to address the social and economic implications of homelessness.
- Resentment of the presence of Casa Esperanza in its current location remains and residents and businesses in the vicinity continue to be adversely impacted. Members

Mr. Paul Casey  
March 14, 2013  
Page 4

of the Milpas community continue to voice concerns that they are accepting more than their fair share of problems on a city-wide and regional basis.

- Complaints remain that Casa Esperanza does not “consequence” its members sufficiently to change their bad behaviors.
- Conflicting interpretations of confidentiality issues remain.

These challenges will test the effectiveness and functionality of the Milpas Action Task Force over time and will require considerable discipline, focus and flexibility of MATF participants. However, I believe the groundwork has been put in place for the group to work through their differences. It is now up to the participants themselves, as well as City staff to maintain focus and reinforce productive behavior by revisiting its adopted problem statement and overarching objectives over time.

Thank you for your confidence in my craft, skills and abilities to help the group ‘find its way’ and move forward. Should you have any questions or need assistance in conveying these findings to decision makers, please let me know.

Sincerely,

A handwritten signature in black ink, appearing to read "John C. Jostes", with a stylized flourish extending to the right.

John C. Jostes, AICP, MPA  
Principal

JCJ/



**City of Santa Barbara**  
**POLICE DEPARTMENT**

**Memorandum**

**DATE:** September 11, 2014  
**TO:** City of Santa Barbara Planning Commission  
**FROM:** Captain David Whitham  
**SUBJECT:** Conditional Use Permit Report – Casa Esperanza

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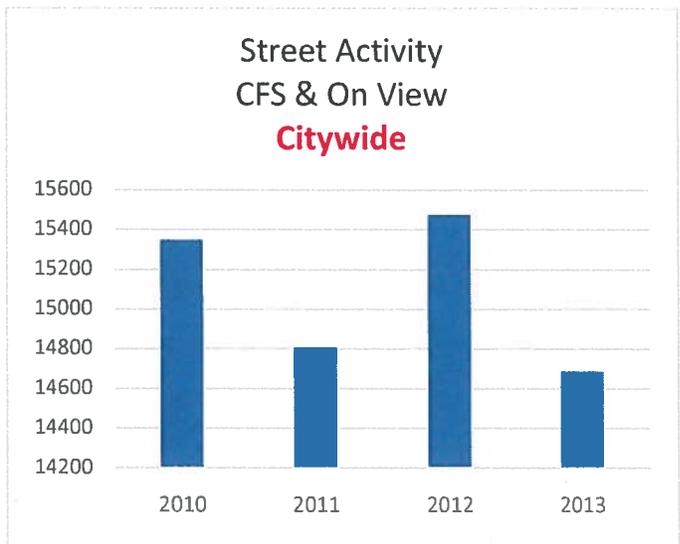
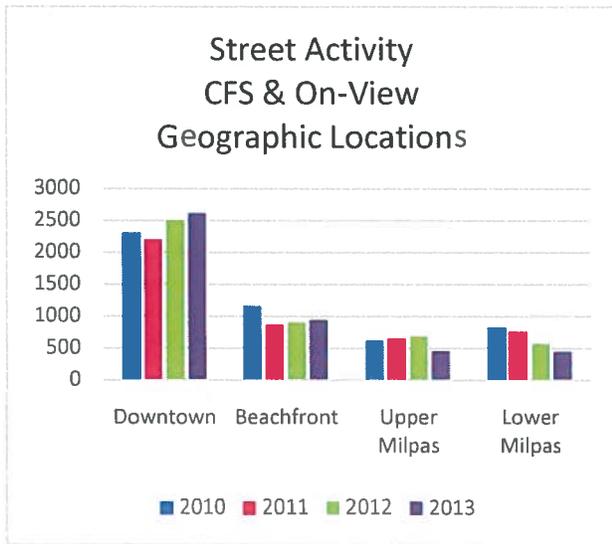
The Santa Barbara Police Department has completed statistical analysis of calls for service and offense reports commonly associated with crimes committed by homeless individuals. It should be noted that not all homeless persons commit crimes and based on the collected data, the police department cannot conclude that all the crimes listed were committed by homeless individuals or clients of Casa Esperanza. In order to provide better context to the statistical portion of the report, analysis was conducted in five key areas and include calls for service and police department General Offense Reports.

- Citywide
- Lower Milpas Street corridor
- Upper Milpas Street corridor
- Beachfront corridor
- Downtown

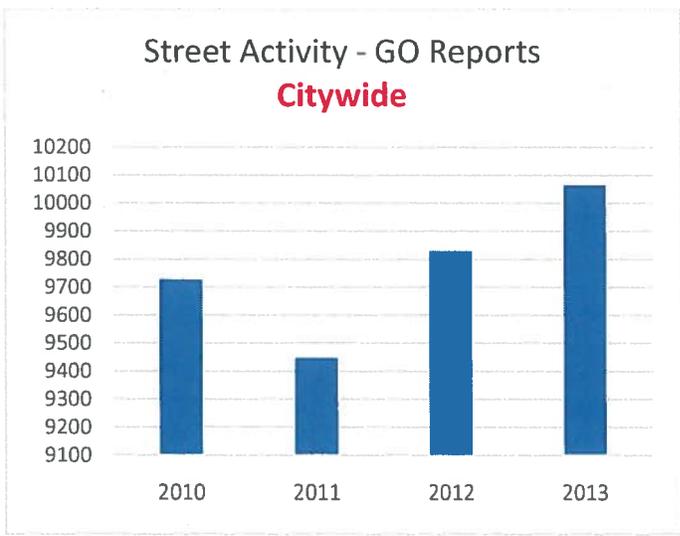
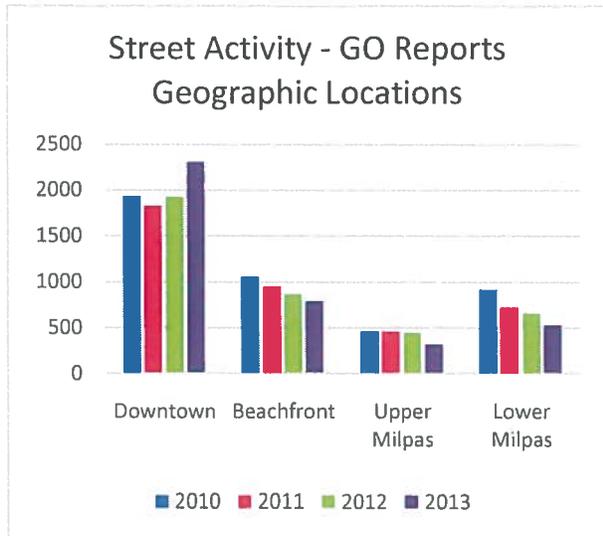
It should be noted that Casa Esperanza underwent a major programmatic change beginning on July 1, 2013. The shelter transitioned from a program of complete acceptance of all persons for day center and lunch services to serving as a “sober-only” shelter eliminating the majority of day services for walk in traffic. This paradigm shift created a change in the surrounding area in terms of police calls for service, response, and law enforcement activity of the Milpas Street corridor.

Nuisance crimes tracked by the police department in the five geographical areas commonly associated with homeless crimes include but are not limited to: alcohol violations, illegal camping, panhandling trespassing, urinating in public, possession of shopping cart and disturbing the peace. Generally, from the time period of July 1, 2013, nuisance criminal issues in the areas surrounding Casa Esperanza in the Lower Milpas Corridor have dramatically decreased due to the shelter’s programmatic change.

The first row of charts below indicate street activity trends involving the number of calls for service (911 calls) and officer initiated on-view activity.



The next row of charts below indicate street activity trends involving the number of officer generated General Offense reports



As the trends indicate, nuisance criminal activity, while up citywide, has had a marked decrease in the beachfront and both Milpas corridors, these are areas surrounding Casa Esperanza and typically where police resources are impacted by street activity.

Police Department personnel continue to participate and retain a vested interest in working with businesses, residents, community leaders and organizations such as the Milpas Action Task Force in an effort to mitigate criminal and nuisance issues in the area surrounding Casa Esperanza. In the past two years, this partnership has been successful as indicated by the downward crime trends.

It is the intention of the Police Department is to continue to monitor relevant data in the area of 816 Cacique Street and the Milpas Street corridors and compare it with citywide statistics. We will continue to post monthly crimes statistics on our website for review by the Planning Commission, Casa Esperanza, the Milpas area business association and the public at large. The Police Department acknowledges the efforts by Casa Esperanza staff calling us to respond to their location in a collaborative effort to resolve issues in their general vicinity.





# City of Santa Barbara California

## CITY OF SANTA BARBARA PLANNING COMMISSION

### RESOLUTION NO. 008-09

816 CACIQUE & 110 S. QUARANTINA STREETS

AMENDMENTS TO CONDITIONS OF APPROVAL FOR PRIOR RESOLUTION 051-04

MARCH 26, 2009

**APPLICATION OF MIKE FOLEY, EXECUTIVE DIRECTOR OF CASA ESPERANZA, 816 CACIQUE STREET AND 110 SOUTH QUARANTINA STREET, APNS 017-240-021, 017-113-035 & 071-113-034, M-1, LIGHT MANUFACTURING, C-2, GENERAL COMMERCE AND S-D-3, COASTAL OVERLAY ZONES, GENERAL PLAN DESIGNATION: INDUSTRIAL(MST99-00432).**

The proposed project involves amendments to the Conditions of Approval per Planning Commission Resolution No. 051-04. The proposed amendment involves an increase in the capacity of the Year-Round Shelter by 40 beds for a 90 day period from April 1, 2009 through June 30, 2009 (140 beds total).

Amendments to the following discretionary applications are required for this project:

Amendment to Conditional Use Permit conditions that allow a quasi-public use (§28.94.030.W).

The Environmental Analyst has determined that the project is exempt from further environmental review pursuant to the California Environmental Quality Act Guidelines Section 15301(e).

**WHEREAS**, the Planning Commission has held the required public hearing on the above application, and the Applicant was present.

**WHEREAS**, 11 people appeared to speak in favor of the application, and 9 people appeared to speak in opposition thereto, and the following exhibits were presented for the record:

1. Staff Report with Attachments, March 19, 2009
2. Site Plans
3. Correspondence received in support of the permit:
  - a. Bonnie Raisin, via email
  - b. Glen Mower, via email
  - c. Randy Sunday, Sarah House, via email
  - d. Maureen Earls, CLUE, via email
  - e. Nancy Rowan, CLUE, via email
  - f. Sara Miller McCune, via email
  - g. Sharon Brownnet, via email

**EXHIBIT F**

- h. Cath Webb, via email
  - i. Roger E. Heroux, via email
  - j. Ellen M. Goodstein, Esq., via email
  - k. Roslyn Scheuerman, via email
  - l. Alex Lambrous, Esq., via email
  - m. Robert Pearson, Housing Authority of Santa Barbara, via email
  - n. Petra Lowen, via email
  - o. Bette Farrell, via email
  - p. Kathleen Baushke, Transition House, via email
  - q. Bernadette Murphy, submitted at hearing
  - r. Neighborhood petition submitted at hearing with 114 signatures
4. Correspondence received in opposition to the permit or with concerns:
- a. Peter Neuhaus, via email
  - b. Mike, via email
  - c. Melinda Werner, via email
  - d. John Dixon, Tri-County Produce, via email
  - e. Chris Kamen, via email
  - f. Holly Walters, via email
  - g. Jim Neuman, via email
  - h. Mark Romasanta, Harbor View Inn, via email
  - i. Sylvie Loebach Monsivais, Harbor View Inn, via email
  - j. David Burkholder, Neighborhood Corner Bar & Grill, via email
  - k. Harry Kazali, Days Inn, via email
  - l. Paula Westbury, Santa Barbara, CA
  - m. Paul Bullock, The Eagle Inn, Santa Barbara, CA
  - n. Rolland and Barbara Fitzgerald, Santa Barbara, CA
  - o. Mary Ellen Tiffany, submitted at hearing

**NOW, THEREFORE BE IT RESOLVED** that the City Planning Commission:

- I. Approved the subject application making the following findings and determinations:
  - A. The use is deemed essential and desirable to the public convenience and welfare and is in harmony with the various elements and objectives of the Comprehensive General Plan. The Day Center and Shelter will expand its important services to Santa Barbara's homeless population in a permanent location. The temporary expansion of 40 beds to the Year-Round Shelter is in response to the worsening economic crisis, and keeping the vulnerable homeless population off the streets is essential and desirable to the public welfare, as it will reduce the suffering of this homeless population. Further, the expansion of the existing use would be in harmony with the General Plan Land Use Designations of Industrial and Commercial.
  - B. The uses will not be materially detrimental to the public peace, health, safety, comfort and general welfare and will not materially affect property values in the particular neighborhood because the project will provide a place where the homeless can sleep without loitering in the neighborhood. Casa Esperanza staff and volunteers will continue to work with the homeless and neighboring businesses, through the Milpas Action Task Force, the Step Up clean up crew and the Streets Outreach program, to reduce neighborhood impacts caused by the homeless populations.
  - C. The total area of the site and the setbacks of all facilities from property and street lines are of sufficient magnitude in view of the character of the land and of the proposed development and use. Significant detrimental impacts on surrounding properties are avoided because the project meets the requirements of the M-1 and C-2 zones, and the area where facility users gather is set back and screened from the surrounding properties.
  - D. Adequate access and off-street parking is provided in a manner and amount so that the demands of the development for such facilities are adequately met without altering the character of the public streets in the area. Most of the facility users will not drive. The parking demand for all current activities at Casa Esperanza, including the Year-Round shelter, Emergency Winter Shelter (330 beds total) and Day Center was previously calculated to be met with a total of thirty-three (33) spaces (twenty (20) spaces provided off-site). The temporary increase in the year round capacity, through June 30<sup>th</sup>, to 140 beds will not exceed the parking demand of the overall approved project.
  - E. The appearance of the developed site in terms of the arrangement, height, scale and architecture of the building, location of parking areas, landscaping and other features is compatible with the area since the building and provision of landscaping have improved its appearance and made it more consistent with recent buildings in the area, such as the Fire Station, and with the overall character of the industrial and commercial area.
- II. Said approval is subject to the following conditions:

- A. **Recorded Agreement.** The following conditions shall be imposed on the use, possession and enjoyment of the Real Property and shall be documented in a written instrument which shall be reviewed as to form and content by the City Attorney, Community Development Director and/or Public Works Director. Owner shall record the approved document with the Office of the County Recorder.
1. **Uninterrupted Water Flow.** The Owner shall provide for the flow of water through the Real Property including, but not limited to, swales, natural watercourses, conduits and any access road, as appropriate. The Owner is responsible for the adequacy of any drainage facilities and for the continued maintenance thereof in a manner which will preclude any hazard to life, health or damage to the Real Property or any adjoining property.
  2. **Recreational Vehicle Storage.** No recreational vehicles, boats or trailers shall be stored on the Real Property (although recreational vehicles that belong to shelter occupants may be parked on-site overnight or during the day).
  3. **Landscape Plan Compliance.** Owner shall comply with the Landscape Plan as approved by the Architectural Board of Review (ABR). Such plan shall not be modified unless prior written approval is obtained from the ABR. The landscaping on the Real Property shall be provided and maintained in accordance with said landscape plan.
  4. **Water Rights Assignment.** Owner shall assign to the City of Santa Barbara the exclusive right to extract water from under the Real Property.
  5. **Allowed Development.** The development of the Real Property is limited to 25,392 sq. ft. of building area.
    - a. **Day Center Operations/Community Kitchen.** Owner may operate a day center on a daily basis. Day center operations shall be limited to a maximum of eighteen (18) staff and volunteers. A noon-time meal may be served daily to up to 200 clients. All meals served from the real property shall be consumed on the real property. The applicant shall report back to the Planning Commission, in 45 days of approval (3-26-09), the progress on exploration with other agencies in the community for alternative food service locations.
    - b. **Emergency Shelter.** From December 1 through March ~~4~~<sup>5</sup>31, Owner may operate an emergency shelter on the real property with up to 230 beds, with a monthly average of no more than 200 beds. At the request of the shelter operator, the Community Development Director may extend the duration of the emergency shelter operation due to cold and/or rainy weather. Notice shall be given to the neighborhood by means of the Milpas Action Task Force no later than 48 hours prior to a change in schedule.

- c. **Shelter Operations.** From ~~March 16~~ April 1 through November 30 of each year, Owner may operate a shelter on the real property with up to 100 beds. From April 1, 2009, through June 30, 2009, Owner may operate a shelter on the real property with up to 140 beds.
  - d. **Detoxification Program.** Owner may operate a residential non-medical based detoxification program for up to 12 clients with a maximum stay of 14 days.
  - e. **Parking/Bicycle Storage and Access.** At all times, Owner shall provide a total of 33 parking spaces for use by staff, volunteers and clients. Thirteen spaces shall be provided on-site at 816 Cacique Street and twenty spaces shall be provided off-site at 110 S. Quarantina Street. The off-site parking lot shall be reserved for use by staff and volunteers and, secondarily, clients. If this off-site lot is needed at night, it shall be used for overnight staff parking. Signs shall be provided at the on-site parking entrances directing users to the off-site parking lot when on-site parking is full, subject to review and approval under the Sign Ordinance. Secure bicycle storage for sixty (60) bicycles shall be provided, subject to review and approval by the Transportation Planning Manager. Include a door that provides access to the rear of the building that does not exit through the kitchen for the purpose of providing access to bicycle storage.
  - f. **Increases to Meet Critical Need.** Upon a written determination by the Chief of Police (or his designee) that the shelter bed limitations contained herein need to be exceeded in order to provide adequate and safe shelter to homeless individuals within the City due to weather related conditions or concerns related to public safety, the bed limitations contained herein may be exceeded by an amount not to exceed ten percent (10%); provided, the determination of the Chief of Police is provided to Owner and to the Milpas Action Task Force within 48 hours of its issuance and each such determination shall be valid only for a period of seven (7) days.
  - g. **Fielding Institute Study.** The applicant shall provide an update within 45 days (of March 26, 2009) to the Planning Commission on the status of a Fielding Institute Study being done in cooperation with the City Police Department examining the frequency and nature of police contacts and problems in the vicinity of the shelter with the different populations served at the shelter (i.e. clients in the evening program versus clients in the day program). The update shall include the study's expected completion date.
6. **Lighting.** Exterior lighting shall be provided on both properties and shall be consistent with the City's lighting ordinance. No floodlights shall be allowed. All lighting shall be directed toward the ground.

7. **Tree Protection.** The street trees within the City's right-of-way shall be preserved and protected.
8. **Transportation Demand Management.** The following alternative mode incentives shall be incorporated into the project to reduce traffic impacts caused by the project. Such provisions shall be included in the lease/rental agreements of future tenants as a required "Transportation Management Plan." A copy of the clause in the lease/rental agreement needed to comply with this condition shall be provided to the Community Development Director and Transportation and Parking Manager.
  - a. **Bus Passes.** Owner or all employers shall contact the Metropolitan Transit District (MTD) to purchase bus passes or the equivalent for their employees and clients. These passes or tokens shall be provided free of charge to employees and clients who request them for travel to and from the facility. Notice of the free passes shall be provided to existing employees and new employees when they are hired and clients by posting signs in the facility. A copy of the contract with MTD shall be provided to the Transportation Planning Manager.
  - b. **Bus Routes and Schedules Posted.** Notice of MTD bus routes and schedules shall be placed and maintained up-to-date in a central (public) location accessible to employees and clients.
  - c. **Ride-Sharing Program.** Employees shall be made aware of the Ride-Sharing Program or similar successor programs administered by the Santa Barbara County Association of Governments or successor agency. The Owner and/or all employers shall have all employees registered semi-annually in the Ride-Sharing Program and shall make every effort to encourage participation in the program.
9. **Neighborhood Communication.** Casa Esperanza shall regularly meet with neighborhood representatives in order to handle issues and concerns regarding its operations. The Milpas Action Task Force (MATF) shall be the forum for these meetings, and shall include representatives from area property owners, businesses, and residents, the City of Santa Barbara, and Casa Esperanza. Meetings may be called by the Owner or the MATF, when determined necessary. The applicant will provide the Planning Commission with an update within 45 days of approval (3-26-09).
10. **Neighborhood Outreach.** Staff of Casa Esperanza shall conduct daily patrols through the neighborhood. This Outreach Program currently includes both sides of Milpas from the beach to Mason Street, and the area between the railroad tracks and US 101, and the Cacique/Quarantina/US101 triangle. This area may be revised by the Milpas Action Task Force in response to local conditions. Because of the area's scope, each segment may not be visited daily, but shall be visited more than once a week. Outreach involves contacting businesses and

residents to hear what is going on. The name and telephone number of a contact person will be distributed along with information regarding where complaints about facility operations may be directed. Any complaints received and the staff response will be logged and made available to the public upon request. The Outreach Program shall also refer businesses and residents to the Police Department for crime prevention assessment. The applicant will provide the Planning Commission with an update within 45 days of approval (3-26-09).

11. **Neighborhood Watch/Patrol.** In addition, the operator shall conduct a neighborhood watch and clean-up patrol within the patrol area defined above by the Milpas Action Task Force. In addition to litter clean-up, the purpose of the patrols is to observe homeless activities in the area, and to enforce the facility's Code of Conduct. The applicant will provide the Planning Commission with an update within 45 days of approval (3-26-09).
12. **Property Maintenance.** The properties shall be maintained in accordance with the approved plans. The applicant will provide the Planning Commission with an update within 45 days of approval (3-26-09).

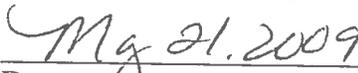
B. **Report to Planning Commission.** Casa Esperanza shall provide progress reports to the Planning Commission every two years, with the next report due in September 2010. Compliance with the conditions of approval and progress in meeting the corrective action objectives in the September 14, 2004 Milpas Action Task Force Report shall be addressed. Discussion of overall operations, statistical information of the numbers of persons served, complaints received and the response to those complaints, and parking demand and utilization should also be included. The Planning Commission reserves the right to further condition the project as necessary to sustain operation.

This motion was passed and adopted on the 26th day of March, 2009 by the Planning Commission of the city of Santa Barbara, by the following vote:

AYES: 3 NOES: 2 (Jacobs, Jostes) ABSTAIN: 0 ABSENT: 2 (Bartlett, Larson)

I hereby certify that this Resolution correctly reflects the action taken by the city of Santa Barbara Planning Commission at its meeting of the above date.

  
\_\_\_\_\_  
Julie Rodriguez, Planning Commission Secretary

  
\_\_\_\_\_  
Date

THIS ACTION OF THE PLANNING COMMISSION CAN BE APPEALED TO THE CITY COUNCIL WITHIN TEN (10) DAYS AFTER THE DATE THE ACTION WAS TAKEN BY THE PLANNING COMMISSION.





