

**CITY OF OAKLAND**  
**AGENDA REPORT**

OFFICE OF THE CITY CLERK  
2007 AT 12:51 PM 3:20

TO: Office of the City Administrator  
ATTN: Deborah Edgerly  
FROM: Department of Human Services  
DATE: March 8, 2007

RE: **A Report and Recommendation Regarding the Proposed Homeless  
Encampments Initiative of Oakland's Permanent Access To Housing (PATH)  
Plan**

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**SUMMARY**

This report provides an overview of the Homeless Encampments Initiative, a proposed program strategy to address the increasing number of encampments around the city and the associated nuisance and public health concerns.

The Homeless Encampments Initiative is aimed at the relocation of chronic homeless persons living in homeless encampments, and the permanent abatement of the encampments. Key action items of the program are as follows:

- Expanded Street Action Teams will facilitate temporary relocation of chronic homeless persons to the Oakland Army Base.
- A tent city will be set up at the Base adjacent to the existing winter shelter. The shelter will remain open all year around and be reconfigured to provide both evening shelter and daytime services.
- The combined shelter/tent city facility will become an opportunity center for chronic homeless persons that will place homeless clients into housing and provide social services aimed at self-sufficiency.
- Once the homeless encampments in the community are cleared of residents, the encampments will be permanently abated.

The goal of the initiative is to permanently house the 600+ chronic homeless persons currently living in homeless encampments within three years and permanently abate the encampments.

**FISCAL IMPACT**

Funding sources have not yet been identified for the implementation of the Homeless Encampments Initiative. There is no fiscal impact at this time.

Staff has been working with Councilmember Nadel in whose district there are several persistent and problematic encampments. Councilmember Nadel asks that Council and the Mayor consider

Item: \_\_\_\_\_  
Life Enrichment Committee  
May 8, 2007

funding this strategy in the upcoming budget. She has included it on her priority list and Council has pledged to fund homeless solutions since the mid-cycle budget review last summer.

The operating costs for the Homeless Encampments Initiative will be presented to Council as a program change request by Council Member Nadel in the upcoming budget discussions. Projected costs of the initiative are as follows:

Program	Proposed Annual Spending
Mobile Outreach to Encampments	128,354
Establishment of Tent City	81,400
Annual Shelter Contract	300,000
Daytime Services Program	225,000
Contingency (20%)	146,950
Rehabilitation of shelter	90,000
Total	\$971,704

A detailed description of each of these costs is presented in pages 7-11 of this report.

## BACKGROUND

The Homeless Encampments Initiative is one aspect of the larger PATH Plan, Oakland's strategy to end homelessness in 10 years. A background briefing relative to the PATH Program follows in the areas of (1) homeless policy, (2) homeless encampments, (3) chronic homelessness, and (4) shelter and services models.

### *Homeless Policy*

The McKinney-Vento Act of 1987 was the first major federal initiative to address the problem of homelessness. The legislation established the competitively funded Supportive Housing Program (SHP) which instituted the transitional housing model. The transitional housing model provides temporary (18 to 24 months) housing with support services to homeless persons, aimed at fostering self sufficiency and eventual progression to permanent housing. In Oakland, the SHP program was directed almost entirely towards families with children, and was used to establish the Families in Transition, Homeless Families Support Network, and Matilda Cleveland Transitional Housing Programs. These programs are still in existence to this day, and over the years have provided transitional housing and permanent housing placement to over 2,000 families. The McKinney competitive programs were augmented by the federal entitlement programs Emergency Shelter Grant (ESG) and Winter Relief Program (WRP), which were oriented primarily towards the provision of emergency shelter to the general homeless population. Between McKinney and the entitlement programs, there evolved a three-tiered continuum of care system of homeless intervention strategy: emergency shelter, leading to transitional housing programs, leading eventually to permanent housing.

By its June 2006 adoption of the EveryOne Home Plan (the Alameda county-wide Homeless and Special Needs Housing Plan) the City of Oakland affirmed certain strategic principles that will guide its 10 year effort to end homelessness. Central among these is the production of over 7,000

units of housing for the homeless in Oakland. Many of the proposed units will be of the permanent supportive housing type – that is, permanent housing with wrap-around services. The permanent supportive housing concept overlays the three-tiered continuum of care strategy established through McKinney-Vento. Strategies for the development of new housing units and the use of set asides for homeless and very low income clients in new and planned projects are detailed in the pipeline process strategy portion of the PATH Plan. A supportive housing pipeline process is a structure and process wherein the funders that are needed to create supportive housing (organizations that supply capital/development, operating subsidy and services funding) coordinate their funding processes and priorities to create a steady flow of quality, permanent supportive housing units in Oakland. By working smarter, Oakland’s resources will be maximized by leveraging the most private, state and federal resources possible.

Implementation of the housing production aspect of the Plan is constrained by the long lead time required to bring new or substantially rehabilitated permanent supportive housing units on line. It can take upwards of three years to construct a typical low-income housing project. In order to make shorter-term progress in addressing homelessness, it will be necessary to adopt an interim housing strategy that makes use of existing housing stock. Direct PATH is a proposed housing creation program to provide a housing first, low demand housing option for long-term homeless people. Direct PATH would initially create housing units by using existing units of housing through master-leasing of rental units; integrating new clients into existing residential care programs; rent subsidies, Section 8 certificates and Shelter Plus Care vouchers; and converting Single Room Occupancy (SRO) and transitional housing into permanent supportive housing. Over time, units could be created through “buying” units in new and existing affordable housing developments owned by non-profit developers or through new construction of units.

### ***Homeless Encampments***

Until these actions steps are implemented, the lack of housing for the homeless acts as a severe constraint to the effectiveness of the City’s outreach and abatement efforts to homeless encampments. Many Oakland neighborhoods experience egregious and persistent problems due to homeless encampments, including public health hazards and nuisance activities. Residents complain about the trash and debris, the proliferation of human waste, and the stench of urine in their streets and in the parks where their children play. Without available housing alternatives to accommodate the encampment residents, City abatement efforts have been largely unsuccessful, and limited to cleanup and management of encampments rather than permanent abatement. A number of concerned Oakland residents have called for urgent action to address what they regard as the acute problems associated with homeless encampments.

Homeless encampments are found in significant numbers throughout Oakland. They are found in every council district, and are concentrated primarily in areas around and under freeways, including freeway on- and off-ramps, connectors and overpasses. The City of Oakland provides outreach to homeless encampments through the Homeless Mobile Outreach Program (HMOP), operated by the non-profit veterans’ assistance organization Operation Dignity.

The HMOP team works closely with Public Works, Oakland Police and outside agencies, such as CALTRANS, to coordinate cleanup and blight abatement activities at homeless encampments.

The HMOP conducts regular assessments of the physical condition and public health hazards at each encampment. Whenever conditions at a particular encampment location warrant abatement action, the HMOP posts the encampment with a 48 hour notice for homeless residents to vacate the site. After 48 hours, City crews clean up the encampment, and HMOP assists with service coordination for homeless persons displaced by those activities. Importantly, the posting of the 48 hour notice is a legal requirement and must be performed before abatement activities take place.

Current law enforcement policies regarding homeless encampments are limited by two factors, namely, practical cost issues and the lack of reasonable housing alternatives. While it is undeniable that homeless encampments residents routinely break the law by such activities as public urination, sleeping in the public right of way, and littering, the cost of global enforcement and prosecution of these relatively minor quality of life offenses is cost prohibitive, unless an effective housing alternative is available. During a typical arrest procedure for such offenses, the alleged perpetrator would first be transported by police patrol officers to Highland Hospital to ensure that the person is physically and mentally stable. After the hospital clearance (which may take several hours), the officers transport the person to Santa Rita county jail for booking. The entire arrest procedure may take an entire shift for two OPD officers. Not counting county jail costs and court proceedings, the police staff costs for such an arrest procedure are considerable. In addition, the loss of patrol officers results in fewer police available to cover beats, stop crime, and respond to 911 calls. The courts often release such individuals within a day or two. This might be tolerable if alternative housing opportunities were available, and such costly enforcement procedures were needed only occasionally for a few persons. But without such housing alternatives, many persons would have to be arrested many times without fundamental change to the situation. In such a context, enforcement alone is not an effective encampment abatement tool. Enforcement activities must be coupled with social services outreach and available housing alternatives to adequately address the underlying problem of homeless encampments.

### ***Chronic Homelessness***

Based on actual counts of persons living in homeless encampments, Oakland's Homeless Mobile Outreach Program identified 1064 unsheltered homeless persons living on the streets and in homeless encampments during fiscal year 2005/2006. Of these, over 600, or approximately 6 out of 10, were chronic homeless. Oakland's figures are corroborated by the 2005 Alameda County Shelter and Services Survey, which found 627 chronic homeless persons in Oakland. Chronic homeless persons are defined by HUD as persons having one or more disabilities, who have been living on the street continuously for a year or more. The disabilities suffered by chronic homeless persons may include physical or mental disabilities or both, and many chronic homeless have co-occurring disorders with substance abuse. In addition to chronic homeless persons, there many more unsheltered homeless living on the streets who do not meet the strict HUD definition of chronic homelessness. Homeless persons without disabilities are not counted as chronic homeless, for example, nor are persons who have been homeless continuously for less than a year. Oakland's estimates are conservative, based on actual observation and point-in-time counts. The County survey estimated that there were 1,921 homeless adults in Oakland, a number that includes seasonal variations and counts the sheltered population.

Outreach staff and homeless service providers have long found that many chronic homeless refuse to go to shelter when shelter is available, even in very cold or wet weather. A recent example is informative. During January 2007 there was a prolonged cold snap throughout California. The Governor declared a state of emergency and authorized funding for local government agencies to establish "warming centers" to protect vulnerable and unsheltered populations. The City of Oakland, in partnership with the Red Cross, established a warming center at Poplar Recreation Center in West Oakland. Poplar Recreation Center is in close proximity to a longstanding homeless encampment near 35<sup>th</sup> and Peralta Streets. At the time of the state of emergency there were 30 to 40 persons in the encampment. The purpose of the warming center was to keep the homeless from exposure to life-threatening overnight temperatures in the low twenties.

Despite the fact that the warming center provided warm cots, blankets, sleeping bags, and hot meals only 10 persons slept there overnight; the remaining 30 or so persons stayed outside in their encampments in the frigid weather.

When questioned afterwards by outreach workers about why this was so, some homeless persons expressed a fear of crowded indoor spaces and the close proximity to others. Others disliked the lack of privacy. Others feared that their property would be stolen, that their pets would be excluded, or could not abide the rules and regulations of the shelter, such as curfews and prohibitions against tobacco and other substances. Chronic homeless persons often prefer makeshift shanties and tarp-covered lean-to's to congregate shelters. Many chronic homeless express a preference for tents as alternatives to the congregate shelter model. Tents provide shelter from exposure, privacy, security for belongings, accommodations for pets, and the autonomy to behave without restrictions.

A recent Oakland Tribune article (February 15, 2007) interviewed a homeless couple living at the 35<sup>th</sup> and Peralta homeless encampment in Oakland:

***Dee Milton, 39, and her husband, Robert Milton, 57, have been homeless since 2004, when he got out of prison and his mother sold her house. They have set up camp away from the others and would like nothing better than to have their own place, but they face barriers to employment that most people never think about, he said.***

***Those without a home have no place to relieve themselves, take a shower, or get phone messages if there is an emergency or a call from a prospective employer. They have no mailing address, which makes filing for disability, Social Security or veterans pensions a nightmare. They may not have driver's licenses; paperwork may be missing.***

***Robert Milton said he's at the point where he might be willing to move to a transitional housing facility, even if it meant giving up some freedom. His wife, Dee, is an outspoken proponent of tent cities for the homeless, like one in Seattle where she used to live.***

***"If they created a tent city, they wouldn't have all these camps like they do now," she said. "They are self-secured, self-monitored. I used to run a tent city in Seattle; they need to do that here.***

*"(In Oakland) there's no tent city, no shelter. In Seattle they got women's day drop-in centers, men's day centers. They got food banks, emergency shelters where you can take a shower every day," she said.*

*She said that even if they had enough transitional housing for the thousands of homeless people in Alameda County, many people would stay out because of the rules, such as curfews.*

*"That's a children's thing," she said. "I like to come and go as I please."*

### ***Shelter and Supportive Services Models***

The typical shelter model, such as Oakland's Army Base Temporary Winter Shelter, is a congregate, dormitory or barracks style facility, ordinarily housing a number of beds in a large room. The Army Base facility accommodates 100 beds for single men and women in one large, gender-subdivided room. The congregate shelter model is generally successful in housing the general homeless population; the Army Base shelter typically operates at over 90% of capacity. However, the congregate shelter model is often not successful in housing chronic homeless persons, who typically comprise the majority of the homeless encampments population.

There are a number of possible modular housing alternatives available for housing the homeless. These include tents, trailers, converted shipping containers, prefabricated housing, and other types. Homeless persons and their advocates have established "tent cities" in several North American cities, including Portland, Seattle, Santa Cruz, Toronto, Fort Lauderdale, and Los Angeles, among others. The physical characteristics of these tent cities vary from site to site, with some sites using small, single occupancy tents, and others using larger multi-occupant military style tents. The Los Angeles site has made use of temporary structures resembling igloos, and other sites have employed portable trailers. The tent city in Seattle, which uses mostly single occupancy tents, is actually portable, and it moves from site to site. These tent cities provide basic shelter for homeless persons in cases where the existing local emergency shelter resources are inadequate to meet the demand. Perhaps more importantly, they represent a type of emergency shelter that chronic homeless persons will willingly use.

Important considerations in the establishment of tent cities are their location and the infrastructure provided. Site selection for a tent city raises land use and zoning issues. Land use activities are defined in a city's general plan; zoning regulations map the possible sites for those activities. There is no existing land use activity for tent cities defined in Oakland's General Plan. The legal establishment of a tent city as a land use activity might require an amendment to the General Plan, and a change of zoning regulations might need to be enacted to accommodate the land use activity. An alternative might be a declaration of emergency under state law, which allows the waiver of zoning and code requirements under certain circumstances.

Tent cities need infrastructure such as accessibility, sanitary facilities, running water, access to food, police and fire services, trash disposal, and many others. There must be access to transportation, a way to either grow food or bring it in, some access to cooking facilities or prepared food, and some way to manage day to day operations. Tent cities often have access to goods and supplies, but usually lack sanitary facilities and waste management services that must be provided in the interests of public health. There are other considerations that must be

addressed by a responsible party, including assignment of liability, determination of jurisdictional roles and responsibilities, and establishment of communications protocols. Another critical aspect of tent cities is their organizational structure. Some are self-monitored and self-governing. Others are operated like campgrounds. Some are allied with nonprofit organizations. Whatever their organizational structure, there needs to be a collective voice of some kind to speak for the group and address the common concerns of the tent city residents.

Although tent cities represent an acceptable form of shelter for the chronic homeless population, it is not the intent of Oakland's proposed Homeless Encampments Initiative to use the tents as permanent housing. The tents are intended for temporary use only, in the context of a 28 day program, until homeless persons can be resettled into permanent housing.

### **PROGRAM DESCRIPTION**

The Homeless Encampments Initiative is comprised of the following elements: (1) Expanded Street Outreach Teams; (2) Establishment of Tent City; (3) Use of Existing Shelter; and (4) Daytime Services Program.

#### ***Outreach to Encampments***

The Homeless Encampments Initiative calls for expansion and enhancement of the HMOP program model by creating multi-disciplinary street action teams that include representatives from all relevant systems of care (health, mental health, substance abuse, and police department), formerly homeless people, and the nonprofit service provider community. These multi-disciplinary teams would conduct sustained engagement and intensive case management with people to assist them to secure permanent supportive housing and mainstream services for which they are eligible. Some of the services included in this program expansion could come from non-city sources, including Alameda County Mental Health Services Act contractors; County medical staff and clinical personnel through increased County funding for the Health Care for the Homeless Program; County Crisis Response Team, Veterans Administration personnel and equipment, and others.

The Homeless Encampments Initiative calls for expansion of the City-funded HMOP program through an increase in the number of nights of service per week, from three nights to five. Currently, the HMOP team provides field services three evenings per week, from 3:30 P.M. until 8 P.M., usually Mondays, Wednesdays, and Fridays. With the entire city to patrol, it is not possible to visit every encampment every night. Sometimes there is a backlog of citizen complaints and departmental referrals. When possible, HMOP strives to respond to calls within 24 hours. However, the fact that services are provided only three nights per week means that delays of 48 hours to respond to a given call are not uncommon. If the frequency of field services were increased from three evenings per week to five evenings per week, HMOP could be more responsive to citizen complaints and departmental calls.

The current cost of the HMOP is \$179,310 per year. Expansion of service nights from three nights per week to five nights would cost an additional \$119,393 annually. A 3% cost of living

increase (HMOP has not had a COLA since 1999) would be \$8,961. The total annual cost of HMOP with five nights service and a cost of living increase would be \$307,691 per year.

Another relevant outreach tool is the Project Homeless Connect (PHC) program. PHC is a one day resources fair event that brings together a number of mainstream and homeless-specific services in a "one stop shop" setting that allows access to the hardest to serve persons of the homeless population. Oakland's PHC model moves to different locations in the community, and could be adapted to serve homeless encampments. PHC events typically cost in the range of \$10,000 to \$16,000 per event.

A judicial systems tool that could be included in the Homeless Encampments Initiative is the Alameda County Superior Court Homeless Court program. The Homeless Court holds sessions at homeless shelters and other facilities in the community and clients can have eligible infractions and misdemeanors dismissed, provided they participate in specified public services programs. Rather than arresting the residents of homeless encampments for minor quality of life crimes, law enforcement officers could be issue citations to appear at Homeless Court. The Homeless Court could facilitate the entry of clients into the Army Base relocation program as a public service diversion program. Homeless Court sessions have been included in prior PHC events, and could be scheduled as part of a homeless encampment outreach event, or could target encampment residents as part of its regular court calendar.

Operationally, the enhanced outreach program would work one encampment at a time, using available services and programs to work intensively over a period of weeks to engage with chronic homeless clients and facilitate their relocation to the Army Base. It is estimated that at least one homeless encampment complex of 20 persons could be targeted each month for admission to the Army Base program. After all homeless persons are removed from the site, City crews will thoroughly clean the site and engineer appropriate barriers, fencing or other structural solutions as necessary to permanently abate the encampment.

A significant aspect of outreach to homeless encampments is community policing. By engaging local residents and business owners at the level of Neighborhood Crime Prevention Councils (NCPC's), and other community forums, city staff can coordinate and prioritize responses.

#### ***Establishment of Tent City***

The homeless encampments initiative proposes that a tent city be set up in the rear parking lot of the existing shelter at the Oakland Army Base. The parking lot is a fenced parcel immediately adjoining the shelter building, measuring approximately 15,000 square feet. A number of options are available in terms of modular housing selection. A typical tent design that would house two persons is an army surplus military tent is available through the internet for \$895 per tent. Several other modular housing options are available, including recreational vehicles, house trailers, converted shipping containers, and other forms of modular housing. These types of housing can cost upwards of \$20,000 each and would add significant cost to the modular housing component of the Initiative.



Staff recommends the use of modular trailer housing as the best all-around option for the intended function. Typically used as mobile offices at construction sites, these modular trailers can be reconfigured for use as temporary housing. The modulars measure 12' x 60' and include interior paneled walls, vinyl tiled floors, electrical outlets and heating units. Each unit could house up to 9 persons. Leasing of 5 modulars would yield a total housing capacity of 45 persons. Lease cost details are as follows:

- \$435 a month x 5 modulars = \$2,175 or \$26,100 per year
- Each modular can house up to 9 clients x 5 modulars = 45 total homeless clients
- Modulars would also house staff to increase capacity at actual shelter site
- One time fees
  - \$200 security deposit
  - \$700 for delivery and pick up per modular
  - \$600 / per modular to anchor onto asphalt
  - Total = \$1300 one time costs x 5 modulars = \$6500
  - ADA ramps for one unit = \$1,200
  - Overall cost for Office modulars is \$33,800

**Additional Costs:**

- Portable toilets, showers trash disposal, utilities = \$1,800 per month
- Security costs = \$2,200 per month
- Total costs = \$81,400 for one year

Portable toilets and showers could be shared with the existing shelter, but additional units would be needed. Cost of electrical utilities, additional toilets, showers, and trash disposal capacity is estimated at \$1,800 per month. Security costs of the tent city are an important consideration. Modifications to the existing fencing to provide access and security are needed. A full time security presence at the site will be needed. Security costs are estimated at \$2,200 per month. With a small contingency reserve, total costs for establishment of the tent city and operations for one year are estimated at \$81,400.

Although it would be technically possible to erect a tent city at the Army Base location for the cost of materials and minimal infrastructure alone, it would be imprudent, especially from a liability standpoint, to do so without some level of supervision and programming. Staff would not recommend the establishment of an isolated tent city without the inclusion of an additional site management and supportive services component. The current shelter location has business neighbors who have property entitlements and security concerns, and planned economic expansion at the Base depends upon a functional entity at the site. Staff recommends that the tent city be complemented by a compatible residential year-around shelter program with daytime programming and effective, responsible program management.

***Extension of Shelter Contract***

The shelter component of the Homeless Encampments Initiative calls for the extension of the existing Army Base shelter contract year around at a cost of \$600,000 per year, or a \$300,000

increase over the existing \$300,000 six month contract amount. The winter shelter is currently operated by Anka Behavioral Health, Inc., a 501(c)3 private, non-profit corporation, registered in the State of California. Anka has operated the winter shelter for the last three years, and is well qualified to operate the OABTWS under the proposed contract extension. Anka would be invited, along with other qualified applicants, to submit a proposal for year-around operation of the shelter.

In its existing configuration, the winter shelter houses 100 beds. During the summer months, when the demand for shelter is less acute, the shelter capacity could be reduced to 50 beds, and part of the existing space could be reconfigured to accommodate a daytime program. The building that houses the winter shelter has a possible expansion capacity of approximately 10,000 square feet, or double the current space. The expansion capacity is 100 additional beds, which would yield a total of 150 winter beds. It would be possible to accommodate both the existing winter shelter and the new daytime services program in the same building. In order to expand the shelter for additional capacity during winter, one time capital improvements would be required at a cost of approximately \$90,000.

Currently the winter shelter program provides evening and morning transportation to and from BART and downtown Oakland for shelter residents. Under the proposed initiative, clients could remain at the tent city/shelter facility during the day to take advantage of daytime drop-in and program offerings. However, a daily shuttle service to downtown Oakland would be operated so that clients could access downtown mainstream services.

### ***Daytime Services Program***

The daytime services program would establish an opportunity center at the Oakland Army Base that would provide year-around services to both the shelter and the tent city. The goals of the services program would include placement into permanent housing for at least 20 clients per month, and at least 600 chronic homeless clients over the course of three years. The daytime services program would provide intake, assessment, case management, counseling, case planning and individual housing placement planning.

In addition to housing placement services, other services needed by the chronic homeless population would be included in the services array offered. These would include basic life skills, recovery stabilization, behavior integration skills, money management, counseling services, psycho-social assessment and many more. Some clients have the capability to accommodate disabilities such as mental illness and substance abuse and go on to learn life skills and participate in job training programs. Programs addressing substance use recovery and employment will be vital elements of the daytime services program. On the other hand, a substantial number of clients will require permanently assisted living through housing with on-site supportive services. The daytime program will be designed to provide services and housing placement to the continuum of client need ranging from a high degree of independent living and autonomy to more service-intensive residential care options.

It is estimated that an effective daytime services program could be established for approximately \$225,000 per year. Qualified service providers will be invited to submit proposals for operation

of the daytime services program. The City will encourage collaborative proposals from proven programs that currently provide services to the chronic homeless.

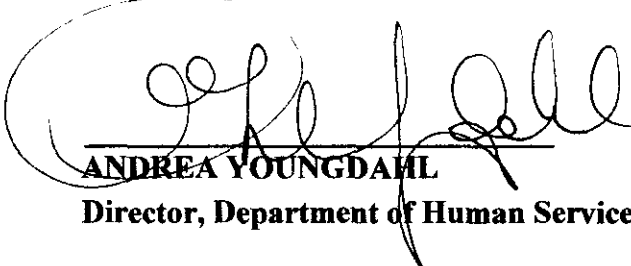
**RECOMMENDATIONS**

Staff seeks Council's approval in concept of a tent city.

**ACTION REQUESTED OF THE CITY COUNCIL**

Accept this informational report.

Respectfully submitted,



**ANDREA YOUNGDAHL**  
Director, Department of Human Services

Reviewed by:  
Susan R. Shelton, Manager  
Community Housing Services

Prepared by: Mike Church, Program Analyst II  
Department of Human Services

APPROVED AND FORWARDED TO THE  
LIFE ENRICHMENT COMMITTEE:



**OFFICE OF THE CITY ADMINISTRATOR**

**CITY OF OAKLAND**  
**AGENDA REPORT**

2007 APR 20 PM 3:20

TO: Office of the City Administrator  
ATTN: Deborah Edgerly  
FROM: Community and Economic Development Agency  
DATE: May 1, 2007

RE: **A Supplemental Report on the Proposed Jack London District Interim  
Mixed-Used Permit-Parking Program Area**

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**SUMMARY**

At the April 24, 2007 Finance and Management Committee meeting, staff was directed to include language to clarify that the proposed permit parking program would have an annual review by staff and that the Master Fee Schedule changes would ensure that the program would be cost neutral.


**FISCAL IMPACTS**

The Finance and Management Committee directed staff to ensure that the program is cost neutral.

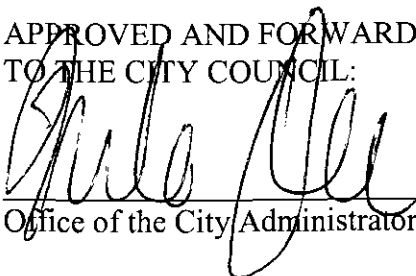
**PROGRAM DESCRIPTION**

Staff will conduct an annual review of the permit parking program to ensure it is cost neutral and is performing in accordance with the parameters specified in the adopting ordinance and resolution.

Respectfully submitted,

  
\_\_\_\_\_  
Claudia Cappio  
Director, Community and  
Economic Development Agency

APPROVED AND FORWARDED  
TO THE CITY COUNCIL:

  
\_\_\_\_\_  
Office of the City Administrator

Item: \_\_\_\_\_  
ORA / City Council  
May 1, 2007