

Community Impact
Applications Summary
2026-2027

Table of Contents

Public Service Activities

1. Age Up, Inc.
2. CORA
3. Friends for Youth
4. Human Investment Project (HIP) Housing
5. Legal Aid Society of San Mateo County
6. LifeMoves
7. Rape Trauma Services
8. Renaissance Entrepreneurship Center
9. Samaritan House
10. Upwards Care, Inc.

Minor Home Repair Programs

11. Rebuilding Together Peninsula- National Rebuilding Day
12. Rebuilding Together Peninsula- Safe at Home

Fair Housing

13. Project Sentinel

Age Up, Inc.



City:

[Help with this page](#)

Housing Division
Economic & Community Development
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South San Francisco, CA 94083-0711
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Email: cdbg@ssf.net

[Return to Main Page](#)

Consolidated Community Development Application for FY 2026-27

Redwood City	City of San Mateo	County of San Mateo	South San Francisco
Status:	Status:	Status:	Status: Choose: Program/Project Status: <input type="checkbox"/> Recommended for Funding Amount: <input type="checkbox"/> Subrecipient Budget Revised <input type="checkbox"/> Contract Signed

Comments:

[Email Subrecipients](#)

to see comments from:

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. Organization Name: [Age Up Inc \(formerly Ombudsman Services of San Mateo County, Inc\)](#)
2. Project Title: [Age Up Inc \(formerly Ombudsman Services of San Mateo County, Inc\)](#)

We are applying for funding from:

Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
Redwood City	\$0.00		719	6.082	\$0.00	\$0.00
City of San Mateo	\$0.00		1154	9.761	\$0.00	\$0.00
County of San Mateo	\$0.00		9077	76.781	\$0.00	\$0.00
South San Francisco	\$0.00		872	7.376	\$0.00	\$0.00
Total	\$0.00		11,822	100%	\$0.00	\$0.00

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

- Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):
 - Abused children
 - Homeless persons
 - Victims of domestic violence
 - Illiterate adults
 - Elderly persons/seniors (age 62+)
 - Persons living with AIDS
 - Severely disabled adults
 - Migrant farm workers
- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.
- Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

The Long-Term Care Ombudsman Program serves residents who are primarily low-income, including individuals who are Medi-Cal beneficiaries, which qualifies as presumed income eligibility under HUD CDBG guidelines.

Income eligibility is obtained and verified using one or more of the following methods:

- Presumed benefit status based on enrollment in Medi-Cal or other means-tested public benefit programs
- Third-party documentation, such as county benefit letters, Medi-Cal eligibility confirmation, or facility payer-source records when available and shared with resident consent
- Client self-certification forms, signed by the resident or legally authorized representative, when third-party documentation is not readily accessible

The program maintains signed income certification forms and any supporting third-party documentation in confidential client files. All records are securely stored and retained in accordance with HUD CDBG record-keeping requirements, California Office of the State Long-Term Care Ombudsman confidentiality standards, and organizational document retention policies.

Income eligibility documentation is reviewed at intake and updated as necessary if a resident's benefit status changes. Documentation is available for monitoring or audit purposes at all times.

You have 175 characters left.

3. Project Address: 1455 Madison Avenue City: Redwood City Zip: 94061

4. Provide a one sentence project summary:

Ombudsman will provide visits to facilities that provide support services exclusively to individuals with intellectual and developmental disabilities as well as residents residing in SNFs and long-term care facilities.

Organization Address: 1455 Madison Avenue City: Redwood City Zip: 94061
Organization Phone: 650 780 5707 Website: www.age-up.org

Type of Applicant: Select Agency Type

5. Contact Person/Project Admin: Name: Elyse Brummer Title: Executive Director Telephone: 650 780 5702
Contact Email: elyse@age-up.org Fax:

6. Name of Agency Director: Elyse Brummer

7. Fiscal Officer: Name: Eloisa Briones Email: admin@age-up.org Telephone: 650 780 5707
Fiscal Officer Address: 1455 Madison Avenue City: Redwood City Zip: 94061

8. Authorized Signatory: Name: Elyse Brummer Email: elyse@age-up.org Telephone: 6507435400
Authorized Signatory Address: 1455 Madison Avenue City: Redwood City Zip: 94061

9. Please provide days and hours of regularly scheduled operation:

Monday through Friday (8:30-4pm). Crisis line available 24/7.

10. SAM/UEI Number: GHT7YVD9FR85 (Get a UEI #) **Federal EIN/TIN Number:** 94-3397402

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

The requested CDBG funds will support Long-Term Care Ombudsman services for low- and moderate-income residents, primarily Medi-Cal recipients, residing in licensed skilled nursing and residential care facilities throughout San Mateo County. These residents are often medically vulnerable and face increased risk of neglect, unmet medical needs, and barriers to accessing appropriate care.

Funded activities include regular facility monitoring visits; investigation and resolution of complaints related to health, safety, quality of care, and quality of life; and individual advocacy to address delayed or inadequate medical care, discharge planning issues, and access to Medi-Cal-covered services. The program also provides education to residents and families regarding resident rights and coordinates with facilities, health plans, and county agencies to improve care coordination and prevent unsafe discharges.

Program objectives are to protect the health and safety of low-income residents, improve access to medical and supportive services, prevent avoidable harm, and promote housing stability. Services meet the Low- and Moderate-Income Limited Clientele national objective.

You have 306 characters left.

12A. Assessment of Need - Redwood City: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

The need for Ombudsman services in Redwood City was determined using demographic data, service utilization trends, and local case activity. Target populations include low- and moderate-income older adults and adults with disabilities residing in licensed long-term care facilities, including skilled nursing facilities, assisted living, and residential care facilities for the elderly serving Redwood City residents.

Data sources include U.S. Census Bureau and American Community Survey (ACS) data (2022–2024), HUD CDBG income thresholds, County of San Mateo Aging and Disability Services reports, Adult Protective Services (APS) referral trends, and Ombudsman Data Information Network (ODIN) case data from 2023–2025. These sources show a growing older adult population, increased medical complexity, and ongoing demand for advocacy and response to suspected elder abuse and neglect in long-term care settings.

Similar programs in the community include APS, Legal Aid Society of San Mateo County, HICAP, and nonprofit providers such as the Alzheimer's Association. While these agencies provide essential services, the Ombudsman Program is the only federally and state-mandated program authorized to investigate complaints and respond to suspected abuse and neglect in long-term care facilities. Funding supports critical, non-duplicative services that protect vulnerable residents in Redwood City.

You have 88 characters left.

12B. Assessment of Need - City of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

The need for Ombudsman services in the City of San Mateo was identified through demographic analysis, service utilization trends, and local case data. Target populations include low- and moderate-income older adults and adults with disabilities residing in licensed long-term care facilities, including skilled nursing facilities, assisted living, and residential care facilities for the elderly serving San Mateo residents.

Data sources include U.S. Census Bureau and American Community Survey (ACS) data (2022–2024), HUD CDBG income thresholds, County of San Mateo Aging and Disability Services reports, Adult Protective Services (APS) referral trends, and Ombudsman Data Information Network (ODIN) case data from 2023–2025. These sources demonstrate a growing older adult population, increasing medical acuity, and sustained demand for advocacy and response to suspected elder abuse and neglect in long-term care settings.

Similar programs in the community include APS, Legal Aid Society of San Mateo County, HICAP, and nonprofit organizations such as the Alzheimer's Association. While these programs provide important support, the Ombudsman Program is the only federally and state-mandated program authorized to investigate complaints and respond to suspected abuse and neglect in long-term care facilities. CDBG funding supports essential, non-duplicative services that protect vulnerable residents in the City of San Mateo.

You have 56 characters left.

12C. Assessment of Need - County of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

You have 1500 characters left.

12. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

The need for Long-Term Care Ombudsman services in South San Francisco is based on the presence of licensed skilled nursing facilities and residential care facilities for the elderly serving predominantly low- and very low-income residents, many of whom are Medi-Cal beneficiaries. Residents in these settings are at increased risk of unmet medical needs, neglect, poor care coordination, and barriers to exercising their rights due to medical complexity, cognitive impairment, language barriers, and limited family support.

Need was identified using data from the California Office of the State Long-Term Care Ombudsman facility listings and complaint trends (2023–2024), Medi-Cal long-term care utilization data from the California Department of Health Care Services (2023), and local Ombudsman case records documenting frequent concerns related to quality of care, discharge planning, and access to medical services. These sources indicate a continued demand for independent advocacy and oversight in South San Francisco facilities.

The target population includes low- and moderate-income older adults and adults with disabilities residing in licensed long-term care facilities located in South San Francisco, with a focus on Medi-Cal recipients and medically vulnerable residents. The service area includes all eligible facilities within city limits.

While facilities maintain internal grievance processes, there are no other independent programs providing the statutory auto

You have 0 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

The project will be implemented over the course of the fiscal year to ensure timely and effective use of funds. During the first quarter, funds will support program startup activities, including staff time for outreach, intake, eligibility verification, and coordination with partner agencies serving CDBG-eligible medical recipients. Systems for documentation, reporting, and compliance will be maintained throughout the year.

In quarters two and three, the program will operate at full capacity, with funds primarily supporting direct service delivery, ongoing case management, advocacy, and coordination of medical-related assistance for eligible participants. Regular monitoring will ensure services align with projected goals and community needs.

In the final quarter, remaining funds will be used to sustain service delivery while completing required reporting, outcome evaluation, and fiscal reconciliation. Expenditures will be tracked monthly to ensure alignment with the approved budget and to allow for adjustments if needed. This phased approach ensures all funds are expended responsibly and within the fiscal year while achieving intended outcomes for low-income medical recipients.

You have 290 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

Program success is measured through defined outputs and outcomes aligned with CDBG national objectives for serving low- and moderate-income medical recipients. Key performance measures include the number of individuals served, verification of income or presumed benefit status, types of advocacy provided, timeliness of response, and resolution of health, safety, and care-related concerns.

All services, client demographics, eligibility documentation, activities, and outcomes are tracked in the Ombudsman Data Information Network (ODIN), the statewide case management and reporting system required by the California State Long-Term Care Ombudsman Program. ODIN allows for consistent tracking of cases opened and closed, issue categories, resolution status, and timeframes, ensuring accountability and accurate reporting.

If currently receiving grant funds, the program has met or exceeded projected service levels to date, serving CDBG-eligible medical recipients and resolving concerns within established benchmarks. Ongoing review of ODIN data supports continuous monitoring, identification of trends, and program adjustments to ensure goals are achieved by the end of the fiscal year.

You have 297 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

The program collaborates closely with key public agencies and nonprofit partners to ensure coordinated, effective services for low- and moderate-income medical recipients. Core partners include Adult Protective Services (APS), the County Department of Aging and Disability Services, and the Health Plan of San Mateo (HPSM). These partnerships support timely referrals, coordinated responses to health and safety concerns, benefits navigation, and access to medical and supportive services for eligible residents.

The program also works with nonprofit organizations such as the Alzheimer’s Association and other community-based agencies serving older adults and individuals with disabilities. These partners provide caregiver education, disease-specific resources, support groups, and referrals that complement Ombudsman advocacy and enhance continuity of care.

Through regular communication, cross-referrals, and participation in multidisciplinary meetings, these collaborations reduce duplication, strengthen service coordination, and ensure residents receive comprehensive, client-centered support. These partnerships directly support the proposed project and advance CDBG objectives by leveraging community resources to address complex medical and care-related needs efficiently.

You have 204 characters left.

16. Impact: : Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

The demand for Ombudsman services has continued to increase due to an aging population, higher medical acuity among long-term care residents, staffing shortages in care settings, and greater complexity of health, safety, and care-related concerns. At the same time, service delivery costs have risen, and facilities are serving residents with more intensive medical and behavioral health needs.

CDBG funding has been essential in supporting staff capacity across the jurisdiction, particularly by supplementing salary and benefits costs necessary to maintain consistent coverage and timely response. These funds allow the program to meet mandated service levels, conduct regular facility visits, respond to complaints, and provide advocacy for low- and moderate-income medical recipients.

Without CDBG funding, the program would experience a direct reduction in service capacity, including fewer facility visits, longer response times to complaints, and reduced ability to serve residents across the full geographic area. This would disproportionately impact vulnerable residents who rely on Ombudsman services to address unmet medical, care, and safety needs. Continued CDBG support is critical to sustaining services and meeting community demand.

You have 238 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)

b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City	461	461	461	461
Redwood City	719	719	719	719
City of San Mateo	1154	1154	1154	1154
County of San Mateo	9077	9077	9077	9077
South San Francisco	872	872	872	872
Totals	12,283	12,283	12,283	12,283

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	Redwood City Population	Redwood City % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	74,402	100%	1,758	100%
White and not Hispanic	40,656	54.64%	960	54.608
White and Hispanic	23,557	31.66%	556	31.627
Asian	6,715	9.03%	163	9.272
African American	1,916	2.58%	37	2.105
Pacific Islander	663	0.89%	16	0.910
Native American	384	0.52%	8	0.455
Other	1,511	2.03%	18	1.024

Race & Ethnicity	City of San Mateo Population	City of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	97,207	100%	951	100%
White and not Hispanic	56,183	57.80%	448	47.108
White and Hispanic	25,857	26.60%	221	23.239
Asian	18,372	18.90%	187	19.664
African American	2,041	2.10%	21	2.208
Pacific Islander	2,332	2.40%	22	2.313
Native American	486	0.50%	8	0.841
Other	5,541	5.70%	44	4.627

Race & Ethnicity	County of San Mateo Population	County of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	764,442	100%	0	100%
White and not Hispanic	280,550	36.70%		
White and Hispanic	181,937	23.80%		
Asian	250,737	32.80%		
African American	20,640	2.70%		
Pacific Islander	10,702	1.40%		
Native American	6,880	0.90%		
Other	12,996	1.70%		

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	997	100%
White and not Hispanic	23,760	37.34%	325	32.598
White and Hispanic	21,645	34.02%	296	29.689
Asian	23,293	36.61%	203	20.361
African American	1,625	2.55%	22	2.207
Pacific Islander	1,111	1.75%	15	1.505
Native American	395	0.62%	5	0.502
Other	9,598	15.08%	131	13.139

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

The program primarily serves individuals residing in licensed long-term care facilities, reflecting the existing resident population within the jurisdiction. In addition, the program conducts community education and outreach to support older adults and individuals with disabilities who may enter long-term care or require advocacy and information while living in the community.

To improve access for underserved populations, targeted outreach efforts focus on individuals with limited English proficiency and communities that have historically faced barriers to information and services. Outreach activities include community education programs, presentations, and distribution of materials in multiple languages.

Specific efforts include training and education on advance healthcare directives and residents' rights offered in Spanish and Chinese, as well as collaboration with culturally responsive community partners to increase awareness of Ombudsman services. As a result of these efforts, the program has increased engagement with diverse communities, improved access to critical health and care planning information, and strengthened early connections with individuals and families who may later require advocacy services in long-term care settings.

You have 229 characters left.

20. Leveraging: Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

The organization relies on a diversified funding base to support the program and overall operations. Primary revenue sources include federal and county funding allocated for mandated Ombudsman services, which support core staffing and service delivery across the jurisdiction. These public funds are committed and form the foundation of the program.

In addition, the organization actively pursues grant funding from foundations, healthcare-related entities, and community funders to supplement public funding and support program sustainability. Several grant funds are committed annually, while others are pending based on application cycles. Grant funding is used to enhance staffing capacity, outreach, training, and community education activities related to the proposed project.

The organization also receives limited individual contributions and philanthropic support, which provide flexible funding to address emerging needs and gaps not fully covered by public funding. Together, these revenue sources allow the program to maintain consistent services while adapting to changing community needs and funding conditions.

You have 361 characters left.

Staff List

List below key staff members who work on this program

How many Key Program Staff do you want to list? 2

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Director of Ombudsman Services	Julie Schneider	Field work as Ombudsman	10 years experience, plus MSW
Ryan Mellville	Regional Supervisor	Field work as Ombudsman	2 years experience, plus Masters Degree

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item	Agency Total	Pgm%	Program Total	Redwood City		City of San Mateo		County of San Mateo		South San Francisco		Total Jurisdictions		
				%	Requested	%	Requested	%	Requested	%	Requested	Pgm%	Requested	
Labor - Lines needed: 0														
Taxes/Benefits														\$0.00
Other Direct Costs - Lines needed: 0														
Modified Total Direct Costs (MTDC)	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)			15		15		15		15		15			
Indirect costs	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Direct Costs Not MTDC - Lines needed: 0														
TOTAL	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Number of Served					719		1154		9077		872			11,822
Cost per Individual					\$0.00		\$0.00		\$0.00		\$0.00			\$0.00

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

Requested funds support personnel, administrative, and operating costs directly related to delivering mandated Ombudsman services to low- and moderate-income residents in licensed long-term care facilities. Personnel costs include salaries and benefits for staff conducting outreach, intake, complaint investigation, advocacy, and facility visits. Administrative costs support eligibility documentation, case tracking, fiscal oversight, reporting, and compliance. Funds also support required insurance, including general and professional liability. Operating expenses include program supplies, communications, local travel for facility visits, and technology needed for ODIN reporting. Indirect costs reflect a proportional share of accounting, payroll, and audit services and remain within allowable limits.

You have 692 characters left.

For the City of Redwood City ONLY, answer the following:

Funding Criteria: Check the most applicable box from the six Consolidated Plan priorities listed below that your program or activity meets and then check the most applicable Option. (Refer to the CDBG & HOME funding criteria in the 2023-2027 Consolidated Plan for a full description of each of the priorities, objectives and programs.)

- 1. Priority: Creating Inclusive Communities with Affordable Housing:** Creation of affordable housing and preservation of existing affordable housing, including special needs housing. Following the City's 2023-2031 Housing Element, this priority is to maintain and increase the diversity of housing types in all City neighborhoods and preserve/protect its current affordable housing stock.
- 2. Priority: Supporting Persons Experiencing Homelessness** Making homelessness short, rare and non-reoccurring by supporting the work of emergency shelters and funding other basic needs.
- 3. Priority: Sustain or Expand Human Services:** Sustain or expand the high level of basic human needs services for extremely low-, very low-, low- and moderate-income persons and households including but not limited to childcare, mental health and substance abuse services.
- 4. Priority: Improve Public Facilities & Infrastructure:** Improve public and community facilities, including but not limited to increasing accessibility, improving safety, and addressing climate change.
- 5. Priority: Support Economic Development Opportunities:** Provide support for programs and activities that create and preserve job opportunities, as well as reduce barriers to job opportunities for lower income Redwood City residents.
- 6. Priority: General Administration, including serving as a Champion of Fair Housing and Improving Coordination** Redwood City supports and promotes a diverse community of unique neighborhoods where all residents are included and valued, no group is privileged above any other group, and all have opportunity to live in neighborhoods of their choosing.

2. Program Outcomes:

a. Please describe the accomplishments of program goals for FY25/26.

During FY25/26, the Ombudsman Program achieved its service goals by providing advocacy, complaint investigation, and education for residents of licensed long-term care facilities. Activities primarily met the HUD outcome category of Availability/Accessibility, ensuring low- and moderate-income residents had access to mandated advocacy services and information about their rights.

The program also advanced Affordability by preventing involuntary evictions and unnecessary displacement, helping residents maintain stable housing and continuity of care. Through complaint resolution and coordination with partner agencies, the program contributed to Sustainability by promoting safe, stable living environments within long-term care facilities.

All activities and outcomes were documented in the Ombudsman Data Information Network (ODIN), supporting compliance, monitoring, and reporting requirements.

You have 585 characters left.

b. In what ways has your program made a difference in the lives of the people you serve? Please provide at least one concrete example from the people served in FY25/26:

The program makes a direct and meaningful difference in the lives of residents by protecting housing stability, health, and safety for vulnerable older adults and individuals with disabilities living in long-term care facilities. Through advocacy, mediation, and coordination with facility staff and partner agencies, the program helps residents understand their rights and resolve issues that could otherwise result in displacement or harm.

In FY25/26, Ombudsman staff assisted a low-income resident who was facing involuntary eviction from a licensed care facility due to alleged noncompliance related to medical needs. The Ombudsman intervened by reviewing the eviction notice, clarifying residents' rights, facilitating communication between the resident, family, and facility, and coordinating with Adult Protective Services and healthcare partners. As a result, the eviction was halted, appropriate care planning was implemented, and the resident was able to safely remain housed with continuity of medical care.

This type of intervention prevents unnecessary displacement, reduces trauma, and ensures residents maintain access to essential services, demonstrating the program's critical role in safeguarding housing and care for vulnerable populations.

You have 227 characters left.

For the Cities of South San Francisco and Redwood City ONLY, answer the following:

3. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list: [Instagram](#), [FaceBook](#), [Linkedln](#)
- Other - Please describe:

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

English, Spanish, Chinese, Tagalog

You have 966 characters left.

c. How and where are the materials distributed?

To residents directly

You have 979 characters left.

For San Mateo County ONLY, answer the following:

1. Due to the usage and allocation restrictions, CDBG funding for 26/27 is limited. If CDBG funding is not available for your proposed project, would you be open to accepting funding from a Federal ESG, State ESG or State PLHA grant if your project qualifies? These funding sources are subject to additional requirements and specific reporting compliance, which are outlined in the NOFA and/or will be provided to you by San Mateo County.

Unsure

You have 1494 characters left.

2. Describe in detail the scope of work directly related to the requested budget items. Describe the objectives for each activity and the specific tasks that need to be accomplished to achieve those objectives. The description should use the guidelines listed below:

- The purpose and nature of the different services to be offered and where they will be provided;
- The tasks to be performed (outreach, intake, enrollment, day care services, etc.);
- The level of service that will be provided for each activity (identified in a quantifiable unit of service, e.g., number of children cared for per month)

We are conducting Ombudsman services to long-term care residents.

You have 1435 characters left.

What additional funding has been committed to, or will be utilized for your proposed project?
Please list the funding source and the estimated amount for the project below:

Source	Committed	Proposal Submitted	To Be Determined
Other Federal Funds			
State/Local Funds			
Private Funds			
Other:			
Total	\$0.00	\$0.00	\$0.00

End of the San Mateo County section

Attachments

Number of uploaded documents is limited to 60 documents per application

(Upload Instructions)

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [Board_Resolution_19-20.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [IRS_Letter_of_Determination.pdf](#)
- 3. By-laws [AgeUp_Inc_Bylaws - 3.28.25_FINAL.pdf](#)
- 4. Articles of Incorporation [Articles_of_Incorporation- 2001.pdf](#)
- 5. Board roster, including: [FY25-26_Board_List.pdf](#)
[AgeUp_Board_Terms.docx](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term
- 6. Organizational chart for entire organization [Org_Chart_FY_2025-26.pdf](#)
- 7. Financial Documents [Audit_Report_FY24 - 25_Final-SIGNED.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [Not_Subject_to_the_Single_Audit_Requirement_Letter.docx](#)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)
- 9. The following are required: [AgeUp_FY26_Budget.pdf](#)
 - Current (FY25-26) **Agency** Operating Budget
 - Proposed (FY26-27) **Agency** Operating Budget
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)
- 10. Mission Statement [AgeUp_Mission_Values.docx](#)
- 11. Non-discrimination policy for Staff and Clients [05_Discrimination_Harassment_and_Retaliation_Free_Workplace_Policy.pdf](#)
- 12. Reasonable Accommodations Policy for Staff and Clients [2025_Employee_Handbook.pdf](#)
- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit) [Conflicts_of_Interest.pdf](#)
- 14. Negotiated Rate Letter. [Not_Subject_to_the_Single_Audit_Requirement_Letter.docx](#)
- 15. Required Exhibits (San Mateo County Only): [Program_Coordinator_Job_Description_revised_5.22.25.docx](#)
[ResumeRyanMelville.pdf](#)
[Program_Manager.pdf](#)
 - Exhibit 5: Governing Body Description
 - Exhibit 6: Position Bios
 - Exhibit 7: Sample Attestation of Financial Compliance

16. Other -
(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Application Submitted by: Elyse Brummer Date: 01/12/2026

Reviewed and accepted by City of South San Francisco:

Sign Here:
[Accepted status](#)
Redwood City **No905**
City of San Mateo **No907**
County of San Mateo **No909**
South San Francisco **No911**

Click above to return application to Draft status, and please enter a reason in the box below

Initially submitted: Jan 12, 2026 - 11:50:14

CORA



City:

[Help with this page](#)

Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

[Return to Main Page](#)

Consolidated Community Development Application for FY 2026-27

Redwood City	County of San Mateo	South San Francisco
Status:	Status:	Status: Choose: Program/Project Status: <input type="checkbox"/> Recommended for Funding Amount: <input type="checkbox"/> Subrecipient Budget Revised <input type="checkbox"/> Contract Signed

Comments:

[Email Subrecipients](#)

to see comments from:

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. Organization Name: **Community Overcoming Relationship Abuse (CORA)**
2. Project Title: **CORA Safe House (Emergency Shelter) FY26-27**

We are applying for funding from:

Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
Redwood City	\$15,000.00	3.864	20	19.608	\$750.00	\$7,781,002.05
County of San Mateo	\$50,000.00	12.879	67	65.686	\$746.27	\$7,781,002.05
South San Francisco	\$20,000.00	5.152	15	14.706	\$1,333.33	\$7,781,002.05
Total	\$85,000.00	21.895	102	100%	\$833.33	\$7,781,002.05

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
 - Fair Housing
 - Microenterprise Assistance
 - Minor Home Repair Programs (Nonprofit-administered)
 - East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

- Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):
 - Abused children
 - Victims of domestic violence
 - Elderly persons/seniors (age 62+)
 - Severely disabled adults
 - Homeless persons
 - Illiterate adults
 - Persons living with AIDS
 - Migrant farm workers
- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.
- Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

You have 1330 characters left.

3. Project Address: **Suppressed** City: **Suppressed** Zip: **94403**

4. Provide a one sentence project summary:

To provide operating assistance for CORA's Safe Houses (emergency shelters) providing victims and survivors of domestic violence and their children with a confidential and safe living environment for up to six months.

Organization Address: **2211 Palm Avenue** City: **San Mateo** Zip: **94403**

Organization Phone: **650-652-0800** Website: **<http://www.corasupport.org/>**

Type of Applicant: **Select Agency Type**

5. Contact Person/Project Admin: Name: **Cindy Kilpatrick** Title: **Grants and Contract Manager** Telephone: **650-445-2391**

Contact Email: **cindyk@corasupport.org** Fax:

6. Name of Agency Director: **Karen Ferguson**

7. Fiscal Officer: Name: **Rupinder Mahli, CFO** Email: **Rupinderm@corasupport.org** Telephone: **650-652-0800**

Fiscal Officer Address: **2211 Palm Avenue** City: **San Mateo** Zip: **94403-1814**

8. Authorized Signatory: Name: **Karen Ferguson** Email: **karenf@corasupport.org** Telephone: **650-652-0800**

Authorized Signatory Address: **2211 Palm Avenue** City: **San Mateo** Zip: **94403-1814**

9. Please provide days and hours of regularly scheduled operation:

CORA's Community Office is open from 8:00 AM to 7:00 PM Monday through Friday, except for holidays. To ensure community access to CORA support at all times, CORA's Crisis Hotline is answered by a trained crisis counselor 24 hours a day, 365 days a year. Additionally, CORA's safe houses are in operation 24 hours a day, 365 days a year.

10. SAM/UEI Number: **S7AJH436N326** ([Get a UEI #](#)) Federal EIN/TIN Number: **94-2481188**

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

CDBG funding will support CORA's Safe Houses, which provide individuals (and their children) who are fleeing domestic violence and need immediate, safe emergency shelter. These houses are part of CORA's overall effort to progressively engage clients at risk of homelessness. CORA additionally prevents homelessness by providing clients with individualized support (e.g., hotel vouchers, long-term housing subsidy vouchers, etc.) to preserve the most expensive interventions for households facing the most severe barriers to housing and prevent homelessness.

If awarded, CDBG funds will support CORA's client advocates who provide Safe House clients with the shelter, support and opportunities they need to achieve their goals. A primary goal of Safe House staff is to support clients in increasing safety and self-sufficiency in their lives, thereby decreasing their need for emergency services. To achieve this, staff use a model of service that incorporates an understanding of the impact of trauma into all aspects of services provided. This approach has proven to be successful for assisting survivors in strengthening their own psychological capacities so they can rebuild their lives.

Safe House program objectives include:
-80% of CORA's Safe House Program clients will demonstrate an increase in self-sufficiency, improving the client's ability to re-build a life free from abuse
-70% of clients that complete the program will transition into safe housing

You have 16 characters left.

12A. Assessment of Need - Redwood City: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Domestic violence (DV) concerns are escalating rapidly in San Mateo County. Data shared by the County's Executive Office shows DV-related fatalities increased significantly from 2022 to 2024, prompting County-wide action (including the creation of a special team to intervene in urgent DV situations). Stanford's John W. Gardner Center shares that San Mateo County law enforcement already receives approximately 2,000 DV-related calls annually, and this is an underrepresentation as it only includes misdemeanors and felonies. Redwood City experienced a death by DV just this month (December 2025), and last fiscal year, CORA's Safe Houses served 113% more Redwood City individuals than the prior fiscal year, underscoring the Redwood City community's continued need for Safe House services.

Though there are other organizations (e.g., Legal Aid Society of San Mateo County, Bay Area Legal Aid) that provide some level of individual services for DV victims and survivors, CORA is the only agency in San Mateo County solely dedicated to providing DV assistance. CORA's Safe House programming serves DV victims and survivors in San Mateo County, including those in Redwood City, ensuring no one has to navigate DV alone. Clients are evaluated at intake and assessed by CORA program staff to determine eligibility for Safe House services. Demographically, Redwood City clients last year included at least 4 races/ethnicities and 100% of individuals and families served were low to extremely low income.

You have 0 characters left.

12B. Assessment of Need - County of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Domestic violence (DV) concerns are escalating rapidly in San Mateo County. Data shared by the County's Executive Office shows DV-related fatalities increased significantly from 2022 to 2024, prompting County-wide action (including the creation of a specialized team to intervene in urgent DV situations). Stanford's John W. Gardner Center shares that San Mateo County law enforcement already receives approximately 2,000 DV-related calls annually and this is an underrepresentation, as it only includes misdemeanors and felonies. Last fiscal year, CORA's Safe Houses served 20% more clients across San Mateo County than it did in the previous fiscal year, underscoring the continued need for accessible Safe House services in San Mateo County.

Though there are other organizations (e.g., Legal Aid Society of San Mateo County and Bay Area Legal Aid) that provide some level of individual services for DV victims and survivors, CORA is the only agency in San Mateo County solely dedicated to providing DV assistance. CORA's Safe House programming serves DV victims and survivors in San Mateo County, ensuring no one has to navigate DV alone. Clients are evaluated at intake and assessed by CORA program staff to determine eligibility for Safe House services. Demographically, County clients last year included at least 7 races/ethnicities and 100% of individuals and families served were low to extremely low income.

You have 76 characters left.

12C. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Domestic violence (DV) concerns are escalating rapidly in San Mateo County. Data shared by the County's Executive Office shows DV-related fatalities increased significantly from 2022 to 2024, prompting County-wide action (including the creation of a specialized team to intervene in urgent DV situations). Stanford's John W. Gardner Center shares that San Mateo County law enforcement already receives approximately 2,000 DV-related calls every year and this is an underrepresentation, as it only includes misdemeanors and felonies. Last fiscal year, CORA's Safe Houses served 200% more South San Francisco individuals than it did in the previous fiscal year, attesting to the continued need for Safe House services for the South San Francisco community.

Though there are other organizations (e.g., Legal Aid Society of San Mateo County and Bay Area Legal Aid) that provide some level of individual services for DV victims and survivors, CORA is the only agency in San Mateo County solely dedicated to providing DV assistance. CORA's Safe House programming serves DV victims and survivors in San Mateo County, including those in South San Francisco, ensuring no one has to navigate DV alone. Clients are evaluated at intake and assessed by CORA program staff to determine eligibility for Safe House services. Demographically, South San Francisco clients last year included at least 3 races/ethnicities and 100% of the individuals and families served were low to extremely low income.

You have 8 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

The entirety of this funding will be expended during FY26/27 (July 1, 2026 - June 30, 2027) to achieve the goals outlined in this proposal by the end of the contract period. CORA's Safe House Program Manager, Kaitlin Chang Belo, currently oversees this program and reviews CDBG grant program expenditures with CORA's Finance team throughout the grant period. If awarded FY26/27 CDBG funding, these collaborative practices will remain in place to maintain awareness of funding usage and ensure that all funds are expended by the end of fiscal year.

You have 953 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

Success is determined by CORA's ability to meet its annual output and outcome goals. CORA collects data through pre/post self-sufficiency and safety matrices and pre/post income assessments to quantitatively reflect rendered services and individuals served. Safe House staff upload this data into CORA's database, EmpowerDB, which is designed for victim service organizations. Data is analyzed by the Safe House and Supportive Housing manager monthly to assess facets of client and program progress (e.g., client safety, satisfaction, and increased self-sufficiency) and make any needed changes for optimal service delivery.

CORA also collects qualitative data from Safe House clients. CORA provides client feedback surveys when each resident exits the program to assess their experience in the Safe House Program. Weekly community activity surveys are also provided to residents after each weekly activity (e.g., movie nights, meditation sessions, workshops) provided at the house. Clients are also asked for their experience and feedback during their weekly scheduled case management sessions with their assigned advocate.

CORA's Safe House program is on track to meet its deliverables this year and has already achieved 37% of its annual goal in the first quarter of the 26/27 fiscal year. From its inception to date, CORA's Safe House programming has supported over 1,500 victims, survivors, and their families to access safe housing, supportive services, and vital resources.

You have 5 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

CORA's Safe House/Emergency Shelter programs continuously collaborate with local community partners to connect clients to the services, resources and support they need. For example, CORA's partnership with Samaritan House has enabled clients to explore various housing resources and secure longer housing stays. Additionally, CORA's partnership with Ruby's Place enables survivors who are fleeing their abusive partners to access vital supportive services that enable them to focus on their healing and wellbeing during their time in the program. This collaboration also enables survivors living in CORA's Safe Houses to access a wide range of wellness items and resources, including wellness kits (personal hygiene products, over-the-counter medications, feminine hygiene products, etc.), referrals for therapists and nurse practitioners, transportation to and from medical appointments, and more. CORA continues to partner with the Peninsula Humane Society which provides free boarding and shelter for CORA's clients' pets for 30 days. After 30 days, CORA the RedRover Foundation assists clients who have pets. This compassionate care for pets helps clients maintain their emotional well-being during a time of great emotional upheaval.

You have 262 characters left.

16. Impact: : Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

As San Mateo County's only DV agency, CORA continuously receives referrals for emergency shelter/safe housing. Last fiscal year, CORA's Safe House program served 113 individuals, far surpassing its annual goal. However, safe housing needs are rapidly growing, and CORA's limited 28 beds can't house every survivor in real time. There has also been an alarming increase in DV-related deaths in the County in the last few years, with the most recent incident taking place less than 1 month ago in December 2025.

These are only a few concerning trends that validate the deep need for CORA's work, and the agency remains steadfast in its dedication to supporting DV victims and survivors through these increasingly challenging times, and CDBG funds strengthen CORA's ability to help as many individuals as possible safely flee their abusive relationships. CDBG funds and additional funders, in tandem with the relationships CORA holds with the County's Coordinated Entry System and other shelter agencies in the County (e.g., Samaritan House, HIP Housing, New Creation Home Ministries), enable CORA to maximize the number of survivors that can quickly access the safe shelter, services, resources and support they need.

You have 277 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households and number of individuals. Refer to the San Mateo County Income Limits.

- Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)
- Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City	0	0	0	0
Redwood City	20	15	20	15
City of San Mateo	0	0	0	0
County of San Mateo	67	50	67	50
South San Francisco	15	9	15	9
Totals	102	74	102	74

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other **Domestic violence victims**

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	Redwood City Population	Redwood City % by Ethnicity	Low Income by Ethnicity served	Your Program % by Ethnicity

			by your Program	
Total	74,402	100%	32	100%
White and not Hispanic	40,656	54.64%	3	9.375
White and Hispanic	23,557	31.66%	6	18.750
Asian	6,715	9.03%	2	6.250
African American	1,916	2.58%	0	0.000
Pacific Islander	663	0.89%	0	0.000
Native American	384	0.52%	0	0.000
Other	1,511	2.03%	21	65.625

Race & Ethnicity	County of San Mateo Population	County of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	764,442	100%	64	100%
White and not Hispanic	280,550	36.70%	9	14.063
White and Hispanic	181,937	23.80%	7	10.938
Asian	250,737	32.80%	6	9.375
African American	20,640	2.70%	0	0.000
Pacific Islander	10,702	1.40%	1	1.563
Native American	6,880	0.90%	1	1.563
Other	12,996	1.70%	40	62.500

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	15	100%
White and not Hispanic	23,760	37.34%	3	20.000
White and Hispanic	21,645	34.02%	6	40.000
Asian	23,293	36.61%	0	0.000
African American	1,625	2.55%	0	0.000
Pacific Islander	1,111	1.75%	0	0.000
Native American	395	0.62%	0	0.000
Other	9,598	15.08%	6	40.000

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

CORA's outreach activities center all San Mateo County victims and survivors in need of support. Outreach activities are coordinated through numerous neighboring agencies, including community centers, local businesses, other nonprofit organizations, libraries and doctors' offices. CORA also has a Community Education team that conducts presentations, hosts workshops, and tables at events within various easily accessible community settings across the County, including local high schools and junior colleges, local health centers, homeless shelters, and legal support agencies. Program materials are distributed in multiple languages (English and Spanish). The result of these intentional outreach efforts is apparent when looking at the wide range of clients who successfully access CORA's services

You have 699 characters left.

20. **Leveraging:** Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

CORA programming is supported through a variety of funding sources, including government, foundation, and corporate grants; individual donations; and special events. Specific funding sources for the Safe House program typically include funding from Junior League of Palo Alto - Mid Peninsula (\$10,000 committed), San Bruno Community Foundation (\$10,000 committed), and CDBG/SESG/ESG/PLHA grants (\$15,005.57 in CDBG funding from Redwood City, \$20,000.00 in General funding from South San Francisco, \$19,999.00 in CDBG/PLHA funding from the County of San Mateo, and \$30,000 in County of San Mateo SESG funding, all being applied for in this application but not yet committed). Leveraging combined CDBG funding from Redwood City, South San Francisco and the County of San Mateo strengthens CORA's ability to continuously provide its full extent of Safe House emergency shelter and supportive services to domestic violence victims in San Mateo County neighborhoods. Lastly, CORA proactively researches and pursues new funding sources (e.g., new grantmakers) on an ongoing basis to enhance the sustainability of its programming, including its Safe House program.

You have 343 characters left.

Staff List

List below key staff members who work on this program

How many Key Program Staff do you want to list? 2

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
----------------	----------------------	----------------------	----------------

<p>Manager of Safe House and Supportive Housing</p>	<p>Kaitlin Chang</p>	<p>Provides programmatic and budget oversight. Recruits, hires, trains and supervises staff. Approves allocations of financial assistance for clients. Ensures data is gathered, analyzed and reported to funders.</p>	<p>Since joining the team in 2019, Kaitlin has attained training and certification in 40-hour Domestic Violence Counseling, strangulation training from the Institute on Strangulation Prevention, first aid, and CPR, along with certifications for Narcan administration and AED for defibrillation. Kaitlin has ascended through progressively strategic roles at CORA. Her hands-on experience in shelter operations and client advocacy has honed her expertise in delivering compassionate, client-centered services and in mentoring the staff who provide these services. Kaitlin's deep commitment to enhancing housing accessibility and her extensive experience with CORA's shelter programs make her an ideal leader to extend CORA's staffing and operations into the weekends and evenings, ensuring support is available when it is most needed. Kaitlin identifies as Asian American and brings a deep interest in creating a welcoming environment for all CORA clients. Through Kaitlin's leadership, the Safe Houses have redesigned their intake and residency procedures, received strong grant monitoring results, and provided over 85% of exiting survivors with ongoing housing support. Kaitlin has undergone and passed a fingerprinting criminal history check in support of her work with children at CORA.</p>
<p>Residential Programs Coordinator</p>	<p>Keith Suguitan</p>	<p>Implements and ensures high-quality programming is being provided to Safe House residents. Directly provides client-centered case management and support to help clients achieve self-sufficiency and safe, alternative housing. Trains and supervises staff.</p>	<p>Since joining the team in 2022, Keith has attained training and certification in 40-hour Domestic Violence Counseling, first aid, and CPR, along with certifications for Narcan administration and AED for defibrillation. He has been instrumental in developing and implementing CORA's shelter policies and procedures, client-focused programming, and ensuring the overall safety and stability of the Safe House shelters. Keith also has over 3 years of experience providing empathetic, client-led services as well as training for new employees who have joined CORA's shelter team. He identifies as Filipino and holds a close commitment to not only providing Safe House clients with quality programming but ensuring that the program is welcoming for anyone being impacted by intimate partner abuse. Keith has undergone and passed a fingerprinting criminal history check in support of his work with children at CORA.</p>

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item	Agency Total	Pgm%	Program Total	Redwood City		County of San Mateo		South San Francisco		Total Jurisdictions	
				%	Requested	%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed: 4											
Salary & Wages	\$5,300.00	3.774	\$200,000.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00
Building Maintenance Assistant	\$57,426.00	40.00	\$22,971.00	37.499	\$8,614.00	62.501	\$14,357.00	0.00		100.000	\$22,971.00
Residential Programs Coordinator	\$54,591.00	25.00	\$13,648.00	0.00		100.000	\$13,648.00	0.00		100.000	\$13,648.00

Facilities Site Supervisor	\$87,550.00	16.400	\$14,358.00	0.000	0.000	100.000	\$14,358.00	100.000	\$14,358.00
Taxes/Benefits	\$1,110,000.00	3.784	\$42,000.00	4.307	\$1,809.00	14.002	\$5,881.00	7.222	\$3,033.30
Other Direct Costs - Lines needed: 0									
Modified Total Direct Costs (MTDC)	\$6,609,567.00	4.433	\$292,977.00	3.558	\$10,423.00	11.566	\$33,886.00	5.936	\$17,391.30
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)	15.00000%		15.00000%		15		15		15
Indirect costs	\$991,435.05	4.433	\$43,946.55	3.558	\$1,563.45	11.566	\$5,082.90	5.936	\$2,608.70
Direct Costs Not MTDC - Lines needed: 3									
Program Supplies	\$40,000.00	3.250	\$1,300.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Repairs & Maintenance	\$50,000.00	30.000	\$15,000.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Utilities	\$90,000.00	38.889	\$35,000.00	8.610	\$3,013.55	31.517	\$11,031.10	0.000	\$40,128.28
TOTAL	\$7,781,002.05	4.989	\$388,223.55	3.864	\$15,000.00	12.879	\$50,000.00	5.152	\$20,000.00
Number of Served					20		67		15
Cost per Individual					\$750.00		\$746.27		\$1,333.33

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

Below is how funding for this joint application will be utilized if awarded:
 - City of Redwood City: Funding will help support the Safe House with funding for the salary and benefits of CORA's Building Maintenance Assistant and will defray a portion of utilities costs (which are rising with inflation) for the Safe House plus 15% of CORA's administrative costs.
 - City of South San Francisco: Funding will pay for a portion of the Facilities Site Supervisor's salary and benefits plus 15% of CORA's administrative costs.
 - San Mateo County: Funding will help support the Safe House with funding for the salary and benefits of CORA's Building Maintenance Assistant and the Residential Programs Coordinator. It also will defray a portion of utilities costs (which are rising with inflation) for the Safe House plus 15% of CORA's administrative costs.

You have 640 characters left.

For the City of Redwood City ONLY, answer the following:

Funding Criteria: Check the most applicable box from the six Consolidated Plan priorities listed below that your program or activity meets and then check the most applicable Option. (Refer to the CDBG & HOME funding criteria in the 2023-2027 Consolidated Plan for a full description of each of the priorities, objectives and programs.)

- 1. **Priority: Creating Inclusive Communities with Affordable Housing:** Creation of affordable housing and preservation of existing affordable housing, including special needs housing. Following the City's 2023-2031 Housing Element, this priority is to maintain and increase the diversity of housing types in all City neighborhoods and preserve/protect its current affordable housing stock.
- 2. **Priority: Supporting Persons Experiencing Homelessness** Making homelessness short, rare and non-reoccurring by supporting the work of emergency shelters and funding other basic needs.
- 3. **Priority: Sustain or Expand Human Services:** Sustain or expand the high level of basic human needs services for extremely low-, very low-, low- and moderate-income persons and households including but not limited to childcare, mental health and substance abuse services.
- 4. **Priority: Improve Public Facilities & Infrastructure:** Improve public and community facilities, including but not limited to increasing accessibility, improving safety, and addressing climate change.
- 5. **Priority: Support Economic Development Opportunities:** Provide support for programs and activities that create and preserve job opportunities, as well as reduce barriers to job opportunities for lower income Redwood City residents.
- 6. **Priority: General Administration, including serving as a Champion of Fair Housing and Improving Coordination** Redwood City supports and promotes a diverse community of unique neighborhoods where all residents are included and valued, no group is privileged above any other group, and all have opportunity to live in neighborhoods of their choosing.

2. Program Outcomes:

a. Please describe the accomplishments of program goals for FY25/26.

In FY 24/25, CORA successfully provided Safe Housing to 32 Redwood City clients seeking safe shelter. These clients also received access to any additional CORA supportive services, including legal assistance, mental health services, longer-term transitional housing assistance, and referral to community resources. This only partially reflects CORA's impact last year, as CORA provided Safe Housing and supportive services to 113 individuals (83 households) across the County at large. Of the clients served last fiscal year who completed the Safe House program, 71% transitioned into safe housing.

Fast-forwarding to the mid-year point for FY25/26, CORA has already served 9 Redwood City residents through Safe House services – 60% of the program's annual goal to serve 15 Redwood City residents. CORA anticipates it will remain on track to achieve its FY25/26 goal by the end of the grant period.

You have 595 characters left.

b. In what ways has your program made a difference in the lives of the people you serve? Please provide at least one concrete example from the people served in FY25/26:

CORA operates the County's only shelters for DV survivors and their children. Lisa's House, CORA's largest shelter, is a three-floor apartment building with 22 beds where clients can stay for up to 8 weeks. CORA's other shelter, Coni's House, is a residential home with 6 beds. CORA also makes a difference in survivors' lives by working with clients to create plans for self-reliance and empowerment and then providing each client with appropriate wraparound support services specific to the client's needs.

One person served by CORA's Safe House program is Nora*. After enduring physical, emotional, verbal, and financial abuse from her ex-partner, CORA supported Nora to transition her and her 4 children from their living space into the Safe House program. From the beginning, her assigned advocate helped her file a Good Cause report, obtain childcare services, file a restraining order, and access employment services to obtain work. The stable space allowed Nora to focus on her employment, income, and financial goals while helping her children acclimate to school. Moreover, Nora and her children built friendships with other families in the program, building a supportive community together that made the Safe House environment feel more inclusive. With the foundational work, income and legal resources she built and the financial support from CORA's Supportive Housing Department, Nora successfully found housing.

*Name changed to protect client confidentiality

You have 11 characters left.

For the Cities of South San Francisco and Redwood City ONLY, answer the following:

3. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list: [Facebook](#), [Instagram](#), [Twitter/X](#), [YouTube](#), [LinkedIn](#)
- Other - Please describe:

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

Physical and digital flyers and brochures are published in English, Spanish, Tagalog, Mandarin, Vietnamese and Portuguese. CORA's website currently has English and Spanish options but can be translated in other languages via the user's browser. Outreach presentations to service providers and/or the public are provided in English and Spanish. CORA continues to work to expand its language capacity to increase accessibility and ease of service for the wide variety of communities it serves.

You have 509 characters left.

c. How and where are the materials distributed?

CORA's outreach materials are available at CORA's community and satellite offices and are additionally distributed virtually and physically to numerous accessible agencies across the County, including local community centers, businesses, nonprofit organizations, libraries and doctor offices. CORA's Community Education team also distributes materials when conducting presentations, workshops, and table events at various community settings around the County, including local high schools and junior colleges, local health centers, housing shelters, legal support agencies, and the County's Core Agencies. Digital materials can be accessed from CORA's website utilizing a computer, tablet, or mobile device.

You have 293 characters left.

For San Mateo County ONLY, answer the following:

1. Due to the usage and allocation restrictions, CDBG funding for 26/27 is limited. If CDBG funding is not available for your proposed project, would you be open to accepting funding from a Federal ESG, State ESG or State PLHA grant if your project qualifies? These funding sources are subject to additional requirements and specific reporting compliance, which are outlined in the NOFA and/or will be provided to you by San Mateo County.

Yes – if CDBG funding is not available for CORA's Safe Houses, CORA would be open to accepting funding from a Federal ESG, State ESG, or State PLHA grant (if the Safe House program qualifies).

You have 1307 characters left.

2. Describe in detail the scope of work directly related to the requested budget items. Describe the objectives for each activity and the specific tasks that need to be accomplished to achieve those objectives. The description should use the guidelines listed below:

- The purpose and nature of the different services to be offered and where they will be provided;
- The tasks to be performed (outreach, intake, enrollment, day care services, etc.);
- The level of service that will be provided for each activity (identified in a quantifiable unit of service, e.g., number of children cared for per month)

CORA will provide Safe House emergency shelter to 92 victims of domestic violence at 2 confidential CORA Safe Houses in San Mateo. In addition, since victims often flee violence with little more than the clothes they are wearing, CORA will provide them with emergency supplies (e.g., food, clothing and other basic necessities) as well as access to CORA's legal assistance, mental health services, and referrals to local resources to utilize any needed services that are outside of CORA's scope. The level of service and types of services provided differ by client, as they are specifically tailored to meet each client's unique needs. For example, one client might stay at CORA's Safe House for months and additionally meet with CORA's Legal team multiple times to obtain support; another client may only need to stay at CORA's Safe House briefly and access free supplies to stabilize immediate needs without any need for legal assistance. CORA tracks service utilization on a per client basis across the many activities it provides in order to best understand service utilization.

You have 418 characters left.

What additional funding has been committed to, or will be utilized for your proposed project? Please list the funding source and the estimated amount for the project below:

Source	Committed	Proposal Submitted	To Be Determined
Other Federal Funds			
State/Local Funds	\$64,000.00	\$85,000.00	\$85,000.00
Private Funds			
Other: foundation	\$0.00	\$0.00	\$10,000.00
Total	\$64,000.00	\$85,000.00	\$95,000.00

End of the San Mateo County section

Attachments

Number of uploaded documents is limited to 60 documents per application

[\(Upload Instructions\)](#)

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors
- 2. Proof of 501(c)3 / tax-exempt status
- 3. By-laws

[South San Francisco and Redwood City CDBG CORA Board Resolution 12 1' signed.pdf](#)
[County of San Mateo CDBG CORA Board Resolution 12 19 25 - signed.pdf](#)
[501c3letter-9-5-2023 438 PM 1.pdf](#)
[Bylaws as Adopted by CORA Board of Directors v3-11-15-2024 625 PM 1 1.doc](#)

- 4. Articles of Incorporation [Articles_of_incorporation_Certificate_of_Amendment-1-15-2024_618_PM_1.pdf](#)
- 5. Board roster, including: [CORA_Board_Roster_Terms_and_Meetings_FY25-26.pdf](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term
- 6. Organizational chart for entire organization [12.23.25_CORA_ORG_CHART.pdf](#)
- 7. Financial Documents [CORA_2025_-_Financial_Statements_-_FINAL.pdf](#)
[CORA_-_FY25_Mgt_Rep_Letter_-_Signed.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [CORA_2025_-_Single_Audit_-_FINAL.pdf](#)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)
- 9. The following are required: [FY26-27_Org_and_Program_Budgets_Not_Yet_Available.pdf](#)
[CORA_Org_Budget_FY25-26.pdf](#)
 - Current (FY25-26) **Agency** Operating Budget
 - Proposed (FY26-27) **Agency** Operating Budget
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)
- 10. Mission Statement [Mission_Statement.docx.pdf](#)
- 11. Non-discrimination policy for Staff and Clients [CORAs_Nondiscrimination_Policy_1_1.pdf](#)
- 12. Reasonable Accommodations Policy for Staff and Clients [Reasonable_Accommodations_Policy.pdf](#)
- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit) [Code_of_Conduct_-_Conflict_of_Interest_Highlight.doc.pdf](#)
- 14. Negotiated Rate Letter. [CORA_Approved_ICR_35.23.pdf](#)
- 15. Required Exhibits (San Mateo County Only): [CORA_Exhibit_7_-_Attestation_of_Financial_Compliance_for_FY25-26_Applications](#)
[CORA_Exhibit_6_-_Position_Bios_Safe_House_Program.pdf](#)
[CORA_Exhibit_5_-_Governing_Body_Description.pdf](#)
 - Exhibit 5: Governing Body Description
 - Exhibit 6: Position Bios
 - Exhibit 7: Sample Attestation of Financial Compliance
- 16. Other -

(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Application Submitted by: Cindy Kilpatrick Date: 01/14/2026

Reviewed and accepted by City of South San Francisco:

Sign Here:
Accepted status
 Redwood City **No905**
 County of San Mateo **No909**
 South San Francisco **No911**

Click above to return application to Draft status, and please enter a reason in the box below

Initially submitted: Jan 14, 2026 - 15:36:50

Friends for Youth



City:

[Help with this page](#)

Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

[Return to Main Page](#)

**Consolidated Community Funding Application
Redwood City, City of San Mateo, San Mateo County and South San Francisco
Application for New Funding for FY 2026-27**

[Click Here](#) to see the Redwood City NOFA and RFP.
[Click Here](#) to see the City of San Mateo NOFA Instructions.
[Click Here](#) to see the County of San Mateo NOFA Guidelines.
[Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. **Organization Name:**
2. **Project Title:**

We are applying for funding from:
 Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
City of San Mateo	\$17,600.00	3.034	30	8.571	\$586.67	\$917,781.00
County of San Mateo	\$50,600.00	8.723	310	88.571	\$163.23	\$917,781.00
South San Francisco	\$13,200.00	2.275	10	2.857	\$1,320.00	\$917,781.00
Total	\$81,400.00	14.032	350	100%	\$232.57	\$917,781.00

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, [Click Here](#) to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):

- Abused children
- Homeless persons
- Victims of domestic violence
- Illiterate adults
- Elderly persons/seniors (age 62+)
- Persons living with AIDS
- Severely disabled adults
- Migrant farm workers

- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.
- Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

In order to ensure Friends for Youth complies with U.S. Department of Housing and Urban Development (HUD) regulations (24 CFR 570.506) regarding income verification, records retention, and privacy of program participants, we have created a HUD Income Verification & Records Retention Policy. Friends for Youth will verify household size and income for all mentees enrolled in HUD-funded programs on an annual basis. All income verification records will be securely retained and made available to HUD, San Mateo County, or City monitoring staff upon request. Our Annual Income Verification Process, done at intake and annually thereafter, consists of Friends for Youth staff collecting: Paystubs (last 2 months) or Most recent tax return or Bank statements (2 months). Staff will review documents to determine total household income and compare against HUD income limits.

3. Project Address: 3460 W Bayshore Rd, Suite 203 City: Palo Alto Zip: 94303

4. Provide a one sentence project summary:

In response to San Mateo County's escalating youth mental and behavioral health crisis, Friends For Youth delivers culturally responsive, high-quality mentoring across schools and community sites to reduce isolation and support underserved youth in developing the social, emotional, and resilience-building skills essential for long-term well-being and success.

Organization Address: 3460 W Bayshore Rd, Suite 203 City: Palo Alto Zip: 94303
Organization Phone: 6503684464 Website: www.friendsforyouth.org

Type of Applicant: Non-Profit

5. Contact Person/Project Admin: Name: Ryan Campagna Title: Director of Programs Telephone: (650) 291-9325
Contact Email: ryan@friendsforyouth.org Fax:

6. Name of Agency Director: Cecilia Chu

7. Fiscal Officer: Name: Monica Meija Email: monica@friendsforyouth.org Telephone: (650) 482-2876
Fiscal Officer Address: 3460 W Bayshore Rd, Suite 203 City: Palo Alto Zip: 94303

8. Authorized Signatory: Name: Cecilia Chu Email: cecilia@friendsforyouth.org Telephone: (650) 369-4464
Authorized Signatory Address: 3460 W Bayshore Rd, Suite 203 City: Palo Alto Zip: 94303

9. Please provide days and hours of regularly scheduled operation:

Mondays through Fridays, 10 AM to 6 PM

10. SAM/UEI Number: UK3YJ4N7J8K9 (Get a UEI #) Federal EIN/TIN Number: 94-2961034

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

In an unsteady world, connection can make all the difference, and it all begins with safe space. When young people have a place free from judgment and external pressures, they are able to imagine new futures for themselves. A strong mentoring relationship provides more than support. It offers young people a mirror for their potential, helping them navigate challenges, build confidence and resilience, explore identity, and recognize who they are capable of becoming. Friends for Youth's mission is to empower underserved youth through mentorship and community relationships, and our vision is to provide every young person who needs a mentor with a mentor. With the requested funds, Friends for Youth will deliver 1-to-1 and group mentoring services across San Mateo County schools and trusted community sites. Funds will support the recruitment, training, and supervision of mentors; the facilitation of weekly mentoring sessions centered on social and emotional learning; and the provision of bilingual, culturally responsive mental and behavioral health support tailored to each youth served. Through our programs, youth will develop at least one positive, supportive relationship with a trusted adult outside of their family, strengthen their ability to cope with life's ups and downs, and experience an increased sense of belonging within their schools and wider community.

You have 115 characters left.

12A. Assessment of Need - City of San Mateo: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

FFY has determined the need for its programs through county findings and community health needs assessments documenting growing social-emotional, mental and behavioral health challenges among youth, exacerbated by long-time socioeconomic inequities and the Covid-19 pandemic (San Mateo County Office of Education). The SSMC 2023 Indicators Report and the San Mateo County 2023 CHNA document persistent barriers to care, with 40.1% of respondents rating access to mental health services as fair or poor, underscoring the need for continuous, culturally responsive support. United for Youth - launched by the San Mateo County Coalition for Safe Schools and Communities in partnership with the San Mateo County Office of Education and San Mateo County Behavioral Health and Recovery Services - is a countywide initiative launched to directly address gaps in youth well-being by prioritizing prevention, early intervention, and social-emotional health through coordinated partnerships across education, behavioral health, and community-based settings. Most existing mentoring programs in the community primarily focus on academic achievement, college and career readiness, or entrepreneurship. FFY addresses a critical gap by centering its programs exclusively on youth social, emotional, and mental health, providing non-judgmental safe spaces for trusted relationship-building. In the City of San Mateo, we are currently serving youth at Sunnybrae Elementary School and Borel Middle School.

You have 10 characters left.

12B. Assessment of Need - County of San Mateo: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Youth mental and behavioral health is a critical and escalating need across San Mateo County. The 2024-2026 Community Health Improvement Plan developed by San Mateo County Public Health Department identifies mental health as a key priority area, reflecting rising levels of depression, isolation, and psychological distress among young people, particularly those from low income and historically underserved communities. Mental diseases and disorders are the leading cause of youth hospital discharges in San Mateo County at 19.9 per 100,000. One in three San Mateo County students reported feeling so sad or hopeless for two or more weeks in the past year that they stopped engaging in usual activities. Additionally, 18 percent of 11th graders reported seriously considering suicide, signaling elevated risk among adolescents. In Kaiser Permanente's 2025 CHNA, key informants reported that social and environmental stressors—including fears of school violence, access to drugs, and social media saturation—are contributing to worsening mental health, alongside rising loneliness, isolation, and shrinking social networks, particularly among young people. FFY provides mentoring services widely across San Mateo County, particularly in Redwood City, North Fair Oaks, San Mateo, and South San Francisco. We are currently serving youth in elementary through high schools across 4 school districts in the county.

You have 85 characters left.

12C. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

The Kaiser Permanente SSF 2025 CHNA identifies mental and behavioral health as a critical component of overall health and wellness, with youth and families experiencing elevated levels of anxiety, depression, chronic stress, trauma, substance use, and adverse childhood experiences. Access to mental health services remains limited due to stigma, cost, and a shortage of culturally and linguistically responsive providers. According to the CCCS SSF Neighborhood Action Plan, 31% of youth reported "never" or "rarely" speaking with a supportive adult about their thoughts or feelings, and 10% of 7th, 8th, and 11th grade students reported that no adult at their school notices when they are absent. Local providers and community leaders continue to report challenges with social development and peer connection following pandemic-related isolation, raising concerns about long-term social and emotional resilience. As a result, SSF CCCS has identified access to affordable, timely, and culturally-responsive mental health and wellbeing services for all youth and families as a top priority. In December 2025, the SSF Unified School District Board of Directors approved an MOU allowing FFY to provide mentoring services on school campuses. FFY is currently partnering with leadership at Martin Elementary School and Parkway Heights Middle School to launch site-based group mentoring programs.

You have 106 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

June 2026
- Mentor recruitment and outreach

July 2026
- Planning meetings with all community school coordinators

You have 875 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

In 2025, FFY served a total of 495 young people. We served 336 youth through site-based group mentoring, created 10 1-to-1 mentor matches, and supported over 60 waitlisted youth and 89 alumni mentees. FFY measures the impact of our programs by assessing improvement in our youth's internal assets and external protective factors. We have the following 3 desired outcomes which we measure through our qualitative and quantitative pre- and post-evaluation surveys and verbal feedback.

- Youth feel like they have at least one positive relationship with a trusted adult outside of their family.
- Youth gain knowledge and awareness of how to cope with life's ups and downs through self-awareness, self-management, social awareness, relationships skills, and responsible decision making.
- Youth feel a sense of belonging in their schools and wider community.

98% of our youth agree that they feel like they are a better person after participating in this program. 95% of our youth say their mentors helped them find positive ways to deal with

You have 185 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

FFY serves as the backbone agency for the Whole Health for You (WHY) Collaborative, a vibrant network of local organizations that aims to improve the health and wellness of youth and their families through coordinated prevention and early intervention services. WHY was founded in 2018 to share data, eliminate duplicative services, & ultimately streamline processes to make it easier for families to navigate and access mental health and well-being resources. Through our collaborative warm handoffs and co-location of services, we build bridges within San Mateo County and seamlessly connect low-income youth and their families to necessary mental health and wellness services offered by our nonprofit partners. Now in our 8th year of collaborative programming, WHY cultivates young people and communities to thrive holistically through wellness programs, mental health education, and grassroots connections. WHY envisions a world where communities co-create systems that foster self-determination, wellbeing and intergenerational healing. WHY core partners include Siena Youth Center (SYC), Pal Center (PAL), & One Life Counseling Center (OLC). FFY and OLC provide culturally relevant mental health services including group mentoring, parent support groups, parent and youth connection groups, and bilingual therapy. SYC and PAL provide empowering community spaces for youth, parents and caregivers to access wellness resources and engage in community-building, dialogue & decision-making.

You have 7 characters left.

16. Impact: Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

FFY is directly experiencing the impacts of broader socio-economic and funding trends that have affected both our service capacity and the populations we serve. Rising economic uncertainty and income inequality have made it increasingly difficult for individuals to volunteer their time, contributing to a shortage of mentors and a growing waitlist for one-to-one matches. With fewer volunteers available, FFY has been unable to meet current demand for individualized mentoring. In response, and to ensure youth remain connected to supportive relationships, FFY plans to implement monthly virtual group mentoring sessions that provide interim support, case management touchpoints, and continuity of care for youth awaiting one-to-one matches.

At the same time, shifts in the funding landscape and changes in federal priorities have resulted in a decline in overall funding. Foundations, which represent approximately 75% of FFY's revenue, have redirected funds toward basic needs such as housing, food security, environmental initiatives, and early childhood development. As a result, fewer resources are available for youth mental and behavioral health programming, despite growing and well-documented needs across San Mateo County. Without these funds, FFY would be unable to sustain its current level of service across county schools and community sites, further limiting access to mentoring at a time when demand continues to rise.

You have 58 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

- Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)
- Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City				
Redwood City				
City of San Mateo	8	8	30	30
County of San Mateo	23	23	310	310
South San Francisco	6	6	10	10
Totals	37	37	350	350

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

Persons exiting incarceration

Low-income youth

Other

[Save and Continue](#)

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	City of San Mateo Population	City of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	97,207	100%	77	100%
White and not Hispanic	56,183	57.80%	0	0.000
White and Hispanic	25,857	26.60%	58	75.325
Asian	18,372	18.90%	7	9.091

African American	2,041	2.10%	0	0.000
Pacific Islander	2,332	2.40%	5	6.494
Native American	486	0.50%	1	1.299
Other	5,541	5.70%	6	7.792

Race & Ethnicity	County of San Mateo Population	County of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	764,442	100%	294	100%
White and not Hispanic	280,550	36.70%	18	6.122
White and Hispanic	181,937	23.80%	257	87.415
Asian	250,737	32.80%	3	1.020
African American	20,640	2.70%	4	1.361
Pacific Islander	10,702	1.40%	3	1.020
Native American	6,880	0.90%	0	0.000
Other	12,996	1.70%	9	3.061

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	13	100%
White and not Hispanic	23,760	37.34%	0	0.000
White and Hispanic	21,645	34.02%	8	61.538
Asian	23,293	36.61%	3	23.077
African American	1,625	2.55%	0	0.000
Pacific Islander	1,111	1.75%	0	0.000
Native American	395	0.62%	0	0.000
Other	9,598	15.08%	2	15.385

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:
 FFY intentionally operates in high need areas such as Redwood City, North Fair Oaks, San Mateo, and South San Francisco; thus, we predominantly serve underserved and marginalized populations, with most of our youth identifying as Latinx.

You have 1262 characters left.

20. **Leveraging:** Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

In the past, FFY has received the following funding:

- Measure K: \$250,000
- Sequoia Healthcare District: \$120,000
- Grove Foundation: \$100,000
- El Camino Healthcare: \$30,000

You have 680 characters left.

[Save and Continue](#)
Staff List

List below key staff members who work on **this program**
 How many Key Program Staff do you want to list?

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Executive Director	Cecilia Chu	Agency & Budget Management; Program Oversight	Masters of Social Work, Columbia University; SIFI
Director of Operations	Monica Mejia	Day-to-Day Operations; Financial Management; HR	B.A. in Psychology; 12 years of non-profit experience
Director of Programs & Partnerships Coordinator	Ryan Campagna	Program evaluation, development and expansion;	Masters of Social Work, San Francisco State; For
Partnerships Coordinator	Roxana Franco	Coordination of mentoring and WHY program services	B.S. in Business Administration; 5+ years of experience
Program Coordinator	Fany Villalobos	Site-based program facilitation; Mentor recruitment	B.A. in Criminal Justice, Sacramento State University
Program Coordinator	Andrea Resendiz	Site-based program facilitation; Mentor recruitment	B.A. in Sociology, San Francisco State University;

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item	Agency Total	Pgm%	Program Total	City of San Mateo		County of San Mateo		South San Francisco		Total Jurisdictions	
				%	Requested	%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed:	<input type="text" value="8"/>										
Executive Director	\$150,000.00	50.000	\$75,000.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Director of Operations	\$97,250.00	45.964	\$44,700.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Director of Programs & Partnerships Coordinator	\$100,250.00	80.000	\$80,200.00	6.234	\$5,000.00	19.451	\$15,600.00	12.469	\$10,000.00	38.155	\$30,600.00
Partnerships Coordinator	\$65,000.00	15.462	\$10,050.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Program Coordinator	\$65,000.00	100.000	\$65,000.00	19.385	\$12,600.00	30.769	\$20,000.00	0.000	\$0.00	50.154	\$32,600.00
Program Coordinator	\$65,000.00	100.000	\$65,000.00	0.000	\$0.00	23.077	\$15,000.00	0.000	\$0.00	23.077	\$15,000.00
Program Coordinator	\$65,000.00	100.000	\$65,000.00	0.000	\$0.00	0.000	\$0.00	4.923	\$3,200.00	4.923	\$3,200.00

Senior Development Coordinator	\$65,000.00	15.462	\$10,050.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Taxes/Benefits	\$190,781.00	61.905	\$118,103.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Other Direct Costs - Lines needed:	4										
Activities	\$20,000.00	100.000	\$20,000.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Mentor Training/Screening/Suppc	\$2,000.00	100.000	\$2,000.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
P.R./Volunteer Recruitment/Eval	\$7,500.00	100.000	\$7,500.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Insurance	\$25,000.00	70.000	\$17,500.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Modified Total Direct Costs (MTDC)	\$917,781.00	63.207	\$580,103.00	3.034	\$17,600.00	8.723	\$50,600.00	2.275	\$13,200.00	14.032	\$81,400.00
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)	0.00000%		0.00000%		0.00000%		0.00000%		0.00000%		
Indirect costs	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Direct Costs Not MTDC - Lines needed:	0										
TOTAL	\$917,781.00	63.207	\$580,103.00	3.034	\$17,600.00	8.723	\$50,600.00	2.275	\$13,200.00	14.032	\$81,400.00
Number of Served					30	310	10	350			
Cost per Individual					\$586.67	\$163.23	\$1,320.00	\$232.57			

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

FFY's direct service mentoring programs are run by our Director of Programs & Partnerships and 3 Program Coordinators. These individuals are responsible for the delivery of our programs across San Mateo County, conducting outreach and volunteer mentor recruitment, SEL curriculum development and weekly case management for our waitlist youth and their families.

You have 1139 characters left.

For the City of South San Francisco ONLY, answer the following:

1. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list:
- Other - Please describe:

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

Our fliers, applications and surveys are available in Spanish.

You have 937 characters left.

c. How and where are the materials distributed?

Materials are distributed through social media posts, tabling at various community outreach events such as resource fairs, partnership convenings and conferences, presentations in collaborative spaces such as SSF CCCS, and by advertising fliers in community spaces.

You have 735 characters left.

For San Mateo County ONLY, answer the following:

1. Due to the usage and allocation restrictions, CDBG funding for 26/27 is limited. If CDBG funding is not available for your proposed project, would you be open to accepting funding from a Federal ESG, State ESG or State PLHA grant if your project qualifies? These funding sources are subject to additional requirements and specific reporting compliance, which are outlined in the NOFA and/or will be provided to you by San Mateo County.

Yes

You have 1497 characters left.

2. Describe in detail the scope of work directly related to the requested budget items. Describe the objectives for each activity and the specific tasks that need to be accomplished to achieve those objectives. The description should use the guidelines listed below:

- The purpose and nature of the different services to be offered and where they will be provided;
- The tasks to be performed (outreach, intake, enrollment, day care services, etc.);
- The level of service that will be provided for each activity (identified in a quantifiable unit of service, e.g., number of children cared for per month)

The requested budget items are for FFY program staff salaries. Our direct service program is run by our Program Coordinators, Partnerships Coordinator, and Director of Programs and Partnerships. Staff time covers costs for the delivery of our 30-week long mentoring programs across 17 schools and community sites in San Mateo County. Staff time also covers outreach and volunteer mentor recruitment, SEL curriculum development and weekly case management for our waitlist youth and their families.

You have 1003 characters left.

What additional funding has been committed to, or will be utilized for your proposed project?
Please list the funding source and the estimated amount for the project below:

Source	Committed	Proposal Submitted	To Be Determined
Other Federal Funds			
State/Local Funds			
Private Funds			
Other:			
Total	\$0.00	\$0.00	\$0.00

End of the San Mateo County section

Attachments

Number of uploaded documents is limited to 60 documents per application
([Upload Instructions](#))

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [2026_FFY_BoD_SMC_Authorization.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [FFY 501c3 tax exempt letter.pdf](#)
- 3. By-laws [Complete_with_DocuSign_FFY_Bylaws_Amended_Ja_2.pdf.pdf](#)
- 4. Articles of Incorporation [FFY_Articles_of_Incorporation.pdf](#)
- 5. Board roster, including: [BoD_Roster_2026-01_Tenure_Meeting_History.pdf](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term
- 6. Organizational chart for entire organization [2025_FFY_Organizational_Chart.pdf](#)
- 7. Financial Documents [Friends for Youth Inc. Review FS FY24 Final.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [Certification_of_Federal_Funds_under_750k.pdf](#)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)
- 9. The following are required: [MASTER_2026_BUDGETS_AND_WORKSHEETS_-_1_2026_AGENCY_BUDGET_1.pdf](#)
 - Current (FY25-26) **Agency** Operating Budget
 - Proposed (FY26-27) **Agency** Operating Budget
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)
- 10. Mission Statement [Mission_Statement.pdf](#)
- 11. Non-discrimination policy for Staff and Clients [FFY_Non-Discrimination_Policy_2017.pdf](#)
- 12. Reasonable Accommodations Policy for Staff and Clients [Reasonable_Accommodations_Policy_.pdf](#)
- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit) [CONFLICT_of_Interest_7-18.pdf](#)
- 14. Negotiated Rate Letter.
- 15. Required Exhibits (San Mateo County Only): [Governing_Body_Bios.pdf](#)
 - Exhibit 5: Governing Body Description
 - Exhibit 6: Position Bios
 - Exhibit 7: Sample Attestation of Financial Compliance
- 16. Other -

[Click here to go to the Upload Documents page](#)(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Please check your application carefully before submission. All questions **must** be answered, and incomplete or missing answers will adversely affect consideration of your application.

I certify that I have read and understand the above requirements and that the information submitted on this form is true and correct to the best of my knowledge.

Type Name Here:

This application must be filled out and submitted electronically.
Please fill in all applicable boxes above, enter your name, and click the "Submit Application" button

Initially submitted: Jan 15, 2026 - 11:49:38

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Human Investment Project (HIP) Housing



City:

[Help with this page](#)

Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

[Return to Main Page](#)

**Consolidated Community Funding Application
Redwood City, City of San Mateo, San Mateo County and South San Francisco
Application for New Funding for FY 2026-27**

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

- 1. Organization Name: [Human Investment Project, Inc. \(HIP Housing\)](#)
- 2. Project Title: [Affordable Housing Programs](#)

We are applying for funding from:
 Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
City of San Mateo	\$20,000.00	0.772	25	38.462	\$800.00	\$3,334,836.00
South San Francisco	\$10,000.00	0.386	40	61.538	\$250.00	\$3,334,836.00
Total	\$30,000.00	1.158	65	100%	\$461.54	\$3,334,836.00

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, [Click Here](#) to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):

- | | |
|--|--|
| <input type="checkbox"/> Abused children | <input type="checkbox"/> Homeless persons |
| <input type="checkbox"/> Victims of domestic violence | <input type="checkbox"/> Illiterate adults |
| <input type="checkbox"/> Elderly persons/seniors (age 62+) | <input type="checkbox"/> Persons living with AIDS |
| <input type="checkbox"/> Severely disabled <u>adults</u> | <input type="checkbox"/> <u>Migrant</u> farm workers |

- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.
- Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

As a requirement of participation in the programs, applicants must provide documentation of their source(s) of income, including paycheck stubs, bank statements, tax returns, income award letters, confirmation of support from family or other sources, etc. Additionally, applicants sign an Income Documentation form confirming their source(s) of income and annual income amount.

You have 1123 characters left.

3. Project Address: 111 E 5th Ave. City: San Mateo Zip: 94401

4. Provide a one sentence project summary:

HIP Housing's Affordable Housing Programs are multifaceted and provide housing and/or case management support to individuals in the Home Sharing, Self-Sufficiency, and Housing Readiness Programs as well as through our Housing Resource Hub and in HIP Housing's owned or managed properties, all of which prevent homelessness, maintain housing affordability, and increase access to housing resources for those who live, work, or attend school in San Mateo County.

Organization Address: 111 E 5th Ave. City: San Mateo Zip: 94401
Organization Phone: 650 348-6660 Website: www.hiphousing.org

Type of Applicant: Non-Profit

5. Contact Person/Project Admin: Name: Laura Fanucchi Title: Director of Programs Telephone: 650-348-6660 x 303
Contact Email: lfanucchi@hiphousing.org Fax: (650) 348-0284

6. Name of Agency Director: Kate Comfort Harr

7. Fiscal Officer: Name: Ghion Dessie Email: gdessie@hiphousing.org Telephone: 650-348-6660 x352
Fiscal Officer Address: 111 E 5th Ave. City: San Mateo Zip: 94401

8. Authorized Signatory: Name: Kate Comfort Harr Email: kcomfort@hiphousing.org Telephone: 650-348-6660 x 307
Authorized Signatory Address: 111 E 5th Ave. City: San Mateo Zip: 94401

9. Please provide days and hours of regularly scheduled operation:

Our business hours are 8:30 am to 5:00 pm, Monday through Friday.

10. SAM/UEI Number: RA1XSFF29QK1 ([Get a UEI #](#)) **Federal EIN/TIN Number:** 94-2154614

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

HIP Housing's Affordable Housing Programs prevent homelessness, maintain housing affordability, and increase access to housing resources.

The Home Sharing Program creates new affordable housing County-wide by matching low-income people who have space in their home with people who are searching for an affordable place to live. Activities include: screening applicants; referring potential housemates to each other; guiding clients through the match process, and ongoing support after a match is made.

The Self-Sufficiency Program offers a 1-5 year rental scholarship and coaching support for low income parents and/or transitional age foster youth who are in school. Activities include: monthly case-management meetings; life skills workshops; rent scholarship; mental health counseling; and referrals to community resources.

The Housing Readiness Program provides older adults age 62+ with specialized assistance to navigate our complex housing landscape and avoid homelessness. Housing Scholarships and case management are offered to older adults residing in a County-supported shelter.

Our Housing Resource Hub provides anyone who contacts our organization with a variety of housing resources.

The Property Development and Management division provides affordable housing to low-income individuals and families, ensuring their long-term housing stability. HIP Housing owns 1 property in SSF and 6 in the City of San Mateo. We do third-party property management o

You have 0 characters left.

12A. Assessment of Need - City of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Many low-wage workers, families, and seniors in the City of San Mateo are struggling to afford the basics, with housing costs typically creating the greatest source of financial burden. The average rent for an apartment in the City of San Mateo is \$3608 per month, according to Rentcafé.com. An employee earning minimum wage in the City would need to work 194 hours in a month just to afford this rent.

The target population for the Home Sharing Program is primarily older adult Home Providers with extra space and low-income individuals seeking housing. Home Sharing helps to reduce costs for both the home provider and home seeker to 30% or less of their income.

The target population for the Self-Sufficiency Program is families with dependent children and transitional-aged foster youth, where adults in the household are enrolled in an educational program. Often, these individuals cannot focus on their career or education goals because they must work multiple jobs to afford rent.

The Housing Readiness Program's target population is older adults age 62+ who have a connection to the County and who contact us for affordable housing resources. Seniors are the fastest growing demographic facing homelessness for the first time.

The Housing Resource Hub targets anyone who contacts us, connecting them with a variety of housing resources. Many residents are not familiar with how to apply for subsidized housing or how to access housing resource portals such as Door

You have 0 characters left.

12B. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Many low-wage workers, families, and seniors in the City of South San Francisco are struggling to afford the basics, with housing costs typically creating the greatest source of financial burden. The average rent for an apartment in South SF is \$3,367 per month, according to Rentcafé.com. An employee earning minimum wage in the City would need to work 186 hours in a month just to afford this rent.

The target population for the Home Sharing Program is primarily older adult Home Providers with extra space and low-income individuals seeking housing. Home Sharing helps to reduce costs for both the home provider and home seeker to 30% or less of their income.

The target population for the Self-Sufficiency Program is families with dependent children and transitional-aged foster youth, where adults in the household are enrolled in an educational program. Often, these individuals cannot focus on their career or education goals because they must work multiple jobs to afford rent.

The Housing Readiness Program's target population is older adults age 62+ who have a connection to the County and who contact us for affordable housing resources. Seniors are the fastest growing demographic facing homelessness for the first time.

The Housing Resource Hub targets anyone who contacts us, connecting them with a variety of housing resources. Many residents are not familiar with how to apply for subsidized housing or how to access housing resource portals such as Doorwa

You have 0 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

In FY 2026-2027, our goals and activities will include:

Home Sharing Program:

Interview, screen, and provide housing assistance to 30-40 people who live or work in SSF and 60-70 people who live or work in San Mateo.
Place individuals in a new home sharing arrangements (4-7 in SSF and 7-10 in San Mateo)
Provide ongoing follow-up support to residents who entered home sharing matches in previous years (20-25 in SSF and 35-40 in San Mateo).

Self-Sufficiency Program:

Interview 3-5 low-income families with dependent children or Transitional Aged Foster Youth in both SSF and San Mateo whose educational goals will lead to economic self-sufficiency.
Place 1-2 SSF households and 2-3 San Mateo households in housing either in one of HIP Housing's three group share homes or with support of a housing scholarship in a unit rented on the open market.
Conduct monthly case management with 5-6 SSF families and 6-8 San Mateo families to provide support on financial, parenting, mental health, and educational needs.

Housing Readiness Program:

Case-manage 10-15 older adults from SSF and 20-30 older adults from San Mateo.

Housing Resource Hub:

Provide housing assistance and community resources to 70-90 SSF residents and 150-200 San Mateo residents who contact our agency for information.

You have 161 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

HIP Housing's Affordable Housing Programs are evaluated on and tracked in program databases to help us assess:

- Number of clients and households served
- Number of intake calls and referrals provided
- Number of clients placed in housing arrangements
- Number of clients receiving case management
- Income level of clients
- Affordability of housing
- Length of time client remains housed

In the most recently completed fiscal year (FY 24-25), current grant funds enabled us to:

- Respond to 420 inquires from San Mateo residents and 137 inquiries from SSF residents
- Interview and screen 88 Home Sharing applications in San Mateo and 36 in SSF.
- Place 4 San Mateo Home Seekers and 4 SSF Home Seekers in an affordable Home Sharing arrangement and match 2 San Mateo Home Providers with a housemate.
- Maintain 52 Home Sharing arrangements in San Mateo and 25 in SSF.
- Provide 8 families in San Mateo and 5 families in SSF with Self Sufficiency program services, including housing, case management, and wrap-around services.
- Offer or provide case management services through our Housing Readiness Program to 35 older adults in San Mateo and 24 in SSF. Seven HRP clients in San Mateo found housing during the year through our efforts.
- Conduct community outreach to raise awareness of the program in the community.

Senator Becker selected HIP Housing as a 2025 California Nonprofit of the Year, and the Chamber of San Mateo County selected HIP Housing as its first rec

You have 0 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

Finding a safe, affordable place to live is only one piece of the puzzle for our clients. We have built strong partnerships with a number of organizations that provide a wide variety of resources to those we serve. We, in turn, provide affordable housing information, resources, and opportunities to individuals and families referred to us by other agencies.

Programs we work with include:

- Cal State East Bay, SJSU, and Eastside College Preparatory School – provide interns
- CORE Community Centers – provide rent assistance, shelter referrals, etc.
- Legal Aid and Project Sentinel – provide legal advice
- Peninsula Conflict Resolution Center – provides conflict resolution training for Home Sharing Coordinators
- Life Moves – Case managers at Life Moves refer those in need of housing to HIP Housing. HIP Housing staff conduct presentations for shelter staff, shelter residents, and network with case managers on client matters
- smhousingsearch.org – posts information about HIP Housing's Home Providers
- 2nd Harvest of Silicon Valley - collaborates on making referrals for SSP clients needing food resources
- San Mateo County's Independent Living Skills networking group – shares best practices and resources that are available for Transitional Aged Foster Youth.
- Balance - provides clients with free financial literacy coaching
- CORA's TDAH (To Do At Home) program - provides families with children between 0-5 with a TDAH activity bag to build connections between

You have 0 characters left.

16. Impact: : Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

The lack of affordable housing in the region affects the low-income population we serve.

Our Home Sharing clients cite many reasons that Home Sharing is critical: extra income to pay mortgage and rent; rising utility expenses; homelessness; overcrowding; uninhabitable living conditions; job relocation; and rent increases.

Self Sufficiency Program families lack the resources to afford housing while focusing on their education. Families are staying in the program longer due to the rising costs of living. Families referred by the Life Moves Shelters have been in the shelters longer than expected.

Our senior Housing Readiness Program clients require intensive and individualized assistance, especially to overcome technology challenges and language barriers, and are under enormous stress that can exacerbate other health conditions. Many seniors have been residing in County shelters longer than expected, and the population of older adults is growing at historic rates.

Many individuals who contact us don't qualify for our housing programs but still need support. They don't know how to get started with finding affordable housing or what they qualify for and don't have anyone to assist them. Among other things, our Housing Resource Hub materials provide information about how to apply to the County's Rent Cafe Portal for subsidized housing and the Doorway portal.

HIP Housing's impact on all of these populations would be considerably lessened without

You have 0 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)

b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City				
Redwood City				
City of San Mateo	20	18	25	23
County of San Mateo				
South San Francisco	38	28	40	30
Totals	58	46	65	53

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other [Homeless, at risk of homelessness, seniors](#)

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	City of San Mateo Population	City of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	97,207	100%	40	100%
White and not Hispanic	56,183	57.80%	10	25.000
White and Hispanic	25,857	26.60%	6	15.000
Asian	18,372	18.90%	1	2.500
African American	2,041	2.10%	6	15.000
Pacific Islander	2,332	2.40%	3	7.500
Native American	486	0.50%	4	10.000
Other	5,541	5.70%	10	25.000

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	73	100%
White and not Hispanic	23,760	37.34%	6	8.219
White and Hispanic	21,645	34.02%	4	5.479
Asian	23,293	36.61%	24	32.877
African American	1,625	2.55%	5	6.849
Pacific Islander	1,111	1.75%	7	9.589
Native American	395	0.62%	4	5.479
Other	9,598	15.08%	23	31.507

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

To ensure that our programs are informed by the populations we serve, we conduct multiple client surveys that provide insight into what works well and where we can improve. And, our agency is always searching for opportunities that will enable us to share information about our programs through outreach activities to all ethnic and racial groups in the County.

Program materials are available in Spanish, English, Mandarin, Cantonese, and Tagalog. Staff speak a variety of languages including: Spanish, Tagalog, Mandarin/Cantonese, German, Indonesian, Italian, some being certified in Spanish to work directly with Spanish-speaking clients.

HIP Housing has also created a Trauma-Informed Care Strategic Plan that focuses not only on the well-being of staff, volunteers, and interns but also is deeply-rooted in understanding various ethnic and cultural perspectives.

You have 616 characters left.

20. Leveraging: Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

HIP Housing operates on a robust and sustainable earned-income model, which allows us to generate a substantial amount of our income through property development and management fees, as well as rent. Today, we generate enough earned income to cover all of our administrative costs.

For FY 2025-2026, we have received support from municipal governments across San Mateo County, as well as foundations and corporations, including:

General support:

- Palo Alto Community Fund: \$10,000
- Sunlight Giving: \$55,000
- Chan Zuckerberg Initiative: \$50,000
- Atkinson Foundation: \$15,000
- Sobrato Family Foundation: \$80,000
- Bank of America: \$30,000
- David and Lucile Packard Foundation: \$75,000
- Episcopal Impact Fund: \$30,000
- Grove Foundation: \$100,000
- Hurlbut-Johnson Foundation, \$48,000 (anticipated)

Support for specific programs:

- Kaiser Permanente: \$25,000
- UWBA Ambassadors: \$7,500
- Junior League of Palo Alto Mid-Peninsula: \$50,000
- Moca Foundation: \$30,000
- Sand Hill Foundation: \$60,000 (anticipated)
- Sutter Health Mills Peninsula: \$50,000 (anticipated)

Our fundraising efforts for this fiscal year are continuing, with several other grants likely. We expect renewed funding for FY 2026-27 from most of these sources, and we continue to actively seek new funding sources.

You have 169 characters left.

Staff List

List below key staff members who work on **this program**

How many Key Program Staff do you want to list? 12

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Director of Programs	Laura Fanucchi	Oversees the activities of the Home Sharing, Self Sufficiency, Housing Resource Hub and Housing Readiness Programs including: staffing, training, volunteer coordination, Intern supervision, reporting, and outreach.	Laura has worked for HIP Housing since 1992 as the Director of Programs and has over 35 years of experience in the field. She holds a bachelor's degree in Psychology from the University of San Francisco. She is the Co- President of the National Shared Housing Resource Center and provides technical assistance to nonprofits regarding developing Home Sharing Programs throughout the country. She is also a member of the Dignity Community Advisory Committee of Sequoia Hospital.
Home Sharing Program Manager	Laura Moya	Manages Home Sharing staff and special outreach and collaboration for the program, and provides support.	Laura holds a Bachelor of Arts degree in Hispanic Studies with a concentration in Multicultural Studies. She has completed a 40-hour domestic violence training program and is a graduate of Toastmasters, the Engaged Latina Leadership Activists (ELLA) Program, and the Chamber Leadership Program. Laura is an active member of the San Mateo Community and serves as a mentor for students looking to enter the nonprofit sector. Additionally, Laura is a dedicated member of the Orgullo y Educación (OYE) Annual Conference Planning Committee. This committee is committed to creating an inclusive space for Latinx youth to explore their identities, deepen their interests, and receive support to pursue future goals. Laura is bilingual, proficient in both Spanish and English.
Senior Home Sharing Coordinator	Barbara Liedtke	Coordinates South County and Mid County Home Sharing activities and assists with outreach for the areas.	Barbara has nearly 35 years of experience in social work. She holds a BA from San Francisco State University and completed graduate coursework at Universidad Iberoamericana in Santo Domingo. She is trilingual in English, Spanish, and German.

Senior Home Sharing Coordinator	Debra Smith	Coordinates Mid-County and North-County Home Sharing activities and assists with outreach for those areas. Provides counseling for clients.	Debra has nearly 25 years of experience as a Home Sharing Coordinator. She is a graduate of the Chamber Leadership Program and a Notary Public.
Programs Specialist	Sue Kallstrom	Lead staff member fielding incoming calls and provides initial caller assessments along with housing and community resource information.	Sue Kallstrom has worked for HIP Housing for over 15 years.
Home Sharing Program Specialist	Bessie Rivera	Lead staff member who supports the Home Sharing Coordinators by following up with clients and providing administrative support.	Bessie has worked with HIP Housing for over 25 years and is bilingual in Spanish.
Outreach Specialist	Kevin Joyner	Lead staff member on community outreach activities such as attending tabling events, conducting presentations, and distributing informational flyers throughout San Mateo County.	Kevin holds a bachelor's degree in Political Science and a minor degree in Business Administration from Regis University. Prior to working at HIP Housing, he was a legislative aide to Supervisor David Canepa.
Self Sufficiency Program Manager	James Simmons	Manages all aspects of the Self Sufficiency Program including supervising staff, leading the Nurturing Fathers Program, developing program policies and procedures, conducting case management with clients ..	James holds a BA in Psychology from Fordham University and certificates of Specialty in Biblical Studies and Human Resources from Jubilee Christian Center and the College of San Mateo, respectively. James is also a certified conflict resolution mediator through the Peninsula Conflict Resolution Center. He has 23 years of experience working in the fields of alcohol and drug abuse recovery, housing insecurities, mental health, and educational/vocational services with a focus on youth and young adult development in collaboration with the foster care and justice systems in California's Greater Bay Area. Over the last ten years, James has been developing and providing fatherhood-specific support services.
Self Sufficiency Client Services Manager	Shirley Suprpto	Case manages Self Sufficiency Program clients, supervises the MSW interns and is also the agency's lead coordinator for trauma-informed care systems	Shirley Suprpto, ASW, MSW, has over 25 years of experience in the social service sector, with 20 years working in the Home Sharing and Self-Sufficiency Program departments.
Self Sufficiency Program Case Manager	Vitani Taamu	Case manages Self Sufficiency Program clients	Vitani Taamu has 9 years of experience in social work. She graduated from San Jose State University in 2013 with a Bachelor's in Behavioral Science and a double major in Sociology, spending a semester studying abroad in Melbourne, Australia.
Self Sufficiency Program and Shelter Outreach Specialist	Haley Deloen	Provides administrative and outreach support to the Self Sufficiency Program and coordinates the collaboration between the County of San Mateo's Department of Housing and HIP Housing's Shelter Outreach project.	Haley started with HIP Housing as a social work intern from San Jose State and was hired full-time by HIP Housing nearly a year ago after she completed her Bachelors degree in Social Work.
Housing Readiness Program Coordinator	Lorraine Hernandez	Coordinates all aspects of the program including case management of older adults, supporting the SJSU social work interns, monitoring client follow-up calls, developing resource guides, offering services in Spanish.	Lorraine was hired over 2 years ago as Home Sharing Program Coordinator and was promoted to the Housing Readiness Program in October 2025. Lorraine has nearly 10 years of experience in the non-profit and County government sector as a family-liaison, Benefits analyst, and Bilingual legal interviewer. She is local to San Mateo County and is bilingual in Spanish.

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item	Agency Total	Pgm%	Program Total	City of San Mateo		South San Francisco		Total Jurisdictions	
				%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed: 4									
Salaries	\$1,884,131.00	76.00	\$1,431,940.00	1.257	\$18,000.00	0.524	\$7,500.00	1.781	\$25,500.00
Bonus Expenses	\$30,000.00	76.00	\$22,800.00	0.00		0.00		0.00	\$0.00
Payroll Processing Fees	\$9,366.00	75.998	\$7,118.00	0.00		0.00		0.00	\$0.00
Workers Comp	\$9,500.00	76.00	\$7,220.00	0.00		0.00		0.00	\$0.00
Taxes/Benefits	\$498,102.00	80.00	\$398,482.00	0.502	\$2,000.00	0.627	\$2,500.00	1.129	\$4,500.00
Other Direct Costs - Lines needed: 4									
Administrative Expenses	\$353,755.00	80.00	\$283,004.00	0.00		0.00		0.00	\$0.00
Operating and Maintenance	\$326,503.00	80.00	\$261,202.00	0.00		0.00		0.00	\$0.00
Service Expenses	\$184,331.00	80.00	\$147,465.00	0.00		0.00		0.00	\$0.00
Fundraising Expenses	\$39,148.00	79.999	\$31,318.00	0.00		0.00		0.00	\$0.00
Modified Total Direct Costs (MTDC)	\$3,334,836.00	77.681	\$2,590,549.00	0.772	\$20,000.00	0.386	\$10,000.00	1.158	\$30,000.00
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)									
			0.00000%		0.00000%		0.00000%		
Indirect costs	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Direct Costs Not MTDC - Lines needed: 0									
TOTAL	\$3,334,836.00	77.681	\$2,590,549.00	0.772	\$20,000.00	0.386	\$10,000.00	1.158	\$30,000.00
Number of Served					25		40		65
Cost per Individual					\$800.00		\$250.00		\$461.54

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

You have 1500 characters left.

For the City of South San Francisco ONLY, answer the following:

1. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list: Facebook, X, Instagram, YouTube channel, Linked In, postings on nextdoor and craigslist
- Other - Please describe: tabling events, flyering, monthly eblast to libraries, schools, faith community, nonprofits, government contacts, etc. , HIP Housing recyclable bags

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

Program flyers and postcards are translated into Spanish, Tagalog, and simplified Chinese., Outreach presentations are conducted in English and Spanish. During tabling events, volunteers and staff who are bilingual in various languages often participate. Monthly Home Sharing Program flyers that describe available rooms for rent and persons seeking housing are translated into Spanish. HIP Housing's recyclable bags that are used for outreach purposes have content translated into Spanish. Program and property staff speak various languages including Spanish, Tagalog, Mandarin/Cantonese, German, Indonesian, and Italian, some being certified in Spanish to work directly with Spanish-speaking clients.

You have 298 characters left.

c. How and where are the materials distributed?

Program flyers are posted on HIP Housing's website and are distributed monthly during an email e-blast, which gets reshared with potential applicants and/or posted. Outreach materials that are translated into other languages are distributed at tabling and other outreach events.

You have 721 characters left.

Attachments

Number of uploaded documents is limited to 60 documents per application

[\(Upload Instructions\)](#)

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [2025-26 Signer Resolution 9 25 25.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [HIP_IRS_Determination_Letter_June_2006.pdf](#)
- 3. By-laws [HIP_Housing_Bylaws.pdf](#)
- 4. Articles of Incorporation [HIP_Housing_Articles_of_Incorporation.pdf](#)
- 5. Board roster, including: [2025-26 HIP Board Roster and meeting_dates.pdf](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term
- 6. Organizational chart for entire organization [HIP_Housing_org_chart_1.2025.pdf](#)
- 7. Financial Documents [Internally_prepared_Financials_Auditor_Letters_6.30.25.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [HIP_Housing_Award_Certification_2024-25.pdf](#)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)
- 9. The following are required: [HIP_Programs_FY_25-26_FY_26-27_Budgets.pdf](#)
 - Current (FY25-26) **Agency** Operating Budget
 - Proposed (FY26-27) **Agency** Operating Budget
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)
- 10. Mission Statement [Mission_Statement.docx](#)
- 11. Non-discrimination policy for Staff and Clients [Non-Discrimination_Policy-2.docx](#)
- 12. Reasonable Accommodations Policy for Staff and Clients [Reasonable_Accomodations_Policy-2.docx](#)
- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit) [Conflict_of_Interest_Policy.docx](#)
- 14. Negotiated Rate Letter.
- 15. Required Exhibits (San Mateo County Only): [Exhibits_5_6_and_7_-_n_a.docx](#)
 - Exhibit 5: Governing Body Description
 - Exhibit 6: Position Bios
 - Exhibit 7: Sample Attestation of Financial Compliance
- 16. Other -

(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Please check your application carefully before submission. All questions **must** be answered, and incomplete or missing answers will adversely affect consideration of your application.

I certify that I have read and understand the above requirements and that the information submitted on this form is true and correct to the best of my knowledge.

Type Name Here:

This application must be filled out and submitted electronically.
Please fill in all applicable boxes above, enter your name, and click the "Submit Application" button

Initially submitted: Jan 15, 2026 - 10:41:23

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Legal Aid Society of San
Mateo County



City:

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Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

[Return to Main Page](#)

Consolidated Community Development Application for FY 2026-27

City of San Mateo	South San Francisco
Status:	Status: Choose:
	Program/Project Status:
	<input type="checkbox"/> Recommended for Funding Amount:
	<input type="checkbox"/> Subrecipient Budget Revised
	<input type="checkbox"/> Contract Signed

Comments:

[Email Subrecipients](#)

to see comments from:

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. Organization Name: [Legal Aid Society of San Mateo County](#)
2. Project Title: [HomeSavers: Preserving Affordable Housing](#)

We are applying for funding from:

Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
City of San Mateo	\$17,000.00	1.528	113	58.854	\$150.44	\$6,014,660.00
South San Francisco	\$12,000.00	1.079	79	41.146	\$151.90	\$6,014,660.00
Total	\$29,000.00	2.607	192	100%	\$151.04	\$6,014,660.00

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):

- | | |
|--|---|
| <input type="checkbox"/> Abused children | <input type="checkbox"/> Homeless persons |
| <input type="checkbox"/> Victims of domestic violence | <input type="checkbox"/> Illiterate adults |
| <input type="checkbox"/> Elderly persons/seniors (age 62+) | <input type="checkbox"/> Persons living with AIDS |
| <input type="checkbox"/> Severely disabled adults | <input type="checkbox"/> Migrant farm workers |

- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.
- Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

All Legal Aid SMC clients are required to complete a declaration of household income, which they must sign under penalty of perjury, either on a paper intake form or electronically through the online intake system. We request that clients bring source documentation of income for all household members, if they have it, to their intake interview, or upload documentation to the online intake system. Documentation provided can include recent bank statements or tax returns, two consecutive paycheck records from an employer, a statement of benefits from a government agency, or proof of receipt of a government benefit (such as MediCal or EBT card). Clients who are unable to upload source documents complete an income self-certification. Client income declarations, documentation, and self-certifications are maintained in the electronic case file.

You have 651 characters left.

3. Project Address: 330 Twin Dolphin Drive, Suite 1
23 City: Redwood City Zip: 94065

4. Provide a one sentence project summary:

Legal assistance to people threatened with losing their homes or living in substandard conditions with the goals of keeping people in their homes; preventing homelessness through the enforcement of legal rights, in and out of court; and remedying substandard living conditions through advocacy.

Organization Address: 330 Twin Dolphin Drive, Suite 1
23 City: Redwood City Zip: 94065

Organization Phone: 650-558-0915 Website:
www.legalaidsmc.org

Type of Applicant: Select Agency Type

5. Contact Person/Project Admin: Name: Maria Chatterjee Title:
Housing Program Operations Manager Telephone: 650-517-8939

Contact Email: mchatterjee@legalaidsmc.org Fax:

6. Name of Agency Director: M. Stacey Hawver

7. Fiscal Officer: Name: Allison Marseille Email:
amarseille@legalaidsmc.org Telephone: 650-517-8916

Fiscal Officer Address: 330 Twin Dolphin Drive, Suite 1
23 City: Redwood City Zip: 94065

8. Authorized Signatory: Name: M. Stacey Hawver Email:
mshawver@legalaidsmc.org Telephone: 650-517-8917

Authorized Signatory Address: 330 Twin Dolphin Drive, Suite 1
23 City: Redwood City Zip: 94065

9. Please provide days and hours of regularly scheduled operation:

Monday - Friday 9am - 12pm and 1pm - 5 pm

10. SAM/UEI Number: RV3HNNQ1TFH4 (Get a UEI #) **Federal EIN/TIN Number:** 94-1451894

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

The Legal Aid Society of San Mateo County keeps low-income tenants in their affordable homes by defending them against illegal and unfair evictions through in-court representation and assistance and out-of-court advocacy. This program will provide legal representation, advocacy, advice and other services to at least 50 San Mateo and 43 South San Francisco households who are facing eviction or at risk of eviction. Legal Aid SMC will use both in-person and remote strategies to connect with clients including in-person clinics and meetings, telephone consultations, text messages and email, and teleconferencing. These services are supported by an online intake app.

Legal Aid SMC strives to provide low-income clients with legal representation, advocacy, or the knowledge and practical assistance they need to more effectively advocate for themselves and their families with the goal of preserving their affordable housing and preventing them from becoming homeless or being displaced from their community.

Legal Aid SMC attorneys, project staff, and trained pro bono attorneys represent clients in court, advocate for their legal rights out of court, consult one-on-one with clients to answer questions, provide legal advice, help with the completing of legal paperwork, and explain what to expect in the county's housing courts. Legal Aid SMC is also able to aggregate eviction data to track trends and impacts in specific cities.

You have 46 characters left.

12A. Assessment of Need - City of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds.** Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Inflation, the shortage of affordable housing, and the high cost of living in San Mateo County have left many residents increasingly vulnerable to economic hardship, housing instability, and homelessness. The anticipated post-pandemic "eviction tsunami" has become a reality. Evictions rose 35% in 2023 compared to 2019, with an additional 9.5% increase in 2024. As of September 30, 2025, 1,360 eviction cases had already been filed, projecting 1,813 filings by the year's end. Rising rents continue to displace long-time residents, disproportionately impacting BIPOC communities and families with children.

Our clients, many working full-time in retail, hospitality, caregiving, and other essential roles, are deeply rooted community members whose wages do not keep pace with housing costs. Last year, the median annual income of the San Mateo residents we served was \$28,200, far below what is needed to secure market-rate housing or cover relocation costs. In this environment, remaining in their current homes is often their only feasible option.

Legal Aid SMC's HomeSavers program is one of only two providers of free eviction-defense services in San Mateo County, alongside Community Legal Services in East Palo Alto. We coordinate closely to maximize our impact as demand for legal help continues to grow. In this challenging landscape, our housing services play a critical role in stabilizing households, preserving tenancies, and preventing homelessness across the county.

You have 3 characters left.

12B. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds.** Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Inflation, the shortage of affordable housing, and the high cost of living in San Mateo County have left many residents increasingly vulnerable to economic hardship, housing instability, and homelessness. The anticipated post-pandemic "eviction tsunami" has become a reality. Evictions rose 35% in 2023 compared to 2019, with an additional 9.5% increase in 2024. As of September 30, 2025, 1,360 eviction cases had already been filed, projecting 1,813 filings by the year's end. Rising rents continue to displace long-time residents, disproportionately impacting BIPOC communities and families with children.

Our clients, many working full-time in retail, hospitality, caregiving, and other essential roles, are deeply rooted community members whose wages do not keep pace with housing costs. Last year, the median annual income of the South San Francisco residents we served was \$33,732, far below what is needed to secure market-rate housing or cover relocation costs. In this environment, remaining in their current homes is often their only feasible option.

Legal Aid SMC's HomeSavers program is one of only two providers of free eviction-defense services in San Mateo County, alongside Community Legal Services in East Palo Alto. We coordinate closely to maximize our impact as demand for legal help continues to grow. In this challenging landscape, our housing services play a critical role in stabilizing households, preserving tenancies, and preventing homelessness across the

You have 0 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

This work is ongoing. Legal Aid SMC can begin utilizing CDBG funds immediately to provide free legal services to low-income San Mateo County tenants. Staffing and infrastructure to support this work is already in place.

You have 1280 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

Legal Aid SMC is committed to utilizing both internal and external data to evaluate its programs. We measure success by the number of households we serve as well as by the number of cases that result in a favorable outcome for the client. We also work to reduce the number of unlawful detainer (UD) cases that result in a default judgment by the court. A default judgment is entered when a tenant fails to respond, responds incorrectly, or responds too late to a UD, and can mean that the tenants are rapidly displaced from their home. In some cases, a household may be evicted in as little as five days after a default judgment. We will track the number of housing clients who come to us with unlawful detainers and the number of Answers to UD's that we prepare for clients, compared to the total number of UD Answers and defaults throughout the County.

You have 647 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

Legal Aid SMC partners with San Mateo Superior Court and Community Legal Services in East Palo Alto to ensure that self-represented litigants in eviction proceedings have access to pro bono assistance at essential points of the legal process, including preparation of paperwork by Legal Aid SMC at the outset of the case and assistance with settlement negotiations by Community Legal Services at subsequent court dates. We work with other community organizations like Faith in Action and Project Sentinel to provide outreach and comprehensive services to low-income individuals and families facing housing issues. Through active collaboration, client referrals, and targeted partnerships that address specific needs in the community, Legal Aid SMC and its partners work to maximize resources and community impact while eliminating duplication of services.

You have 645 characters left.

16. Impact: Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow you to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

The housing affordability crisis continues to shape the needs of the communities we serve. Across San Mateo County, low-income families are struggling to keep pace with rising rents and inflation, and we continue to see a high volume of eviction cases rooted in nonpayment of rent. Even households that have secured affordable housing are facing tightening conditions: more landlords are issuing "substantial remodel" eviction notices to long-term tenants paying lower rents—often as a pretext to sidestep the Tenant Protection Act's rent-increase caps rather than for genuine renovation purposes.

These trends have significantly narrowed the options available to our clients, many of whom work hard, act quickly, and do everything in their power to remain housed in their communities. As the landscape becomes more constrained, the need for legal assistance and advocacy only grows. Legal Aid SMC carefully scrutinizes these eviction attempts and challenges them when they are unlawful, but the volume and complexity of cases continue to increase. As a continuing applicant, CDBG funds are essential to sustaining our current level of service. Without this support, we would be forced to reduce the number of tenants we can assist, leaving more families at heightened risk of displacement during an already severe housing crisis.

You have 155 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)

b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City				
Redwood City				
City of San Mateo	113	50	113	50
County of San Mateo				
South San Francisco	79	35	79	35
Totals	192	85	192	85

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	City of San Mateo Population	City of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	97,207	100%	148	100%
White and not Hispanic	56,183	57.80%	30	20.270
White and Hispanic	25,857	26.60%	14	9.459
Asian	18,372	18.90%	16	10.811
African American	2,041	2.10%	14	9.459
Pacific Islander	2,332	2.40%	1	0.676
Native American	486	0.50%	7	4.730
Other	5,541	5.70%	66	44.595

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
------------------	--------------------------------	------------------------------------	--	-----------------------------

Total	63,632	100%	64	100%
White and not Hispanic	23,760	37.34%	7	10.938
White and Hispanic	21,645	34.02%	14	21.875
Asian	23,293	36.61%	11	17.188
African American	1,625	2.55%	3	4.688
Pacific Islander	1,111	1.75%	3	4.688
Native American	395	0.62%	2	3.125
Other	9,598	15.08%	24	37.500

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

Legal Aid SMC serves low-income residents of San Mateo County. Our client demographics more closely resemble that of low-income residents rather than the demographics of the general population of the Cities of San Mateo and South San Francisco. Note that the numbers listed in the "Other" column on this table include many clients who have identified as "Hispanic: Other" on our intake forms, which results in a larger percentage here.

Legal Aid SMC continues to work to provide services for low-income residents of all races and ethnicities. We have bilingual Spanish-speaking staff and utilize a telephone interpretation service to serve clients who speak languages other than English and Spanish.

You have 785 characters left.

20. **Leveraging:** Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

Legal Aid SMC has a successful development program that secures program funding from an annual campaign, targeted major donor solicitations, and two annual fundraising events. In addition, Legal Aid SMC has been successful in obtaining grants and contracts to support its work from a number of foundations and local government agencies. For the 2026-27 fiscal year, in addition to any CDBG funding awarded, Legal Aid SMC anticipates funding from the State Bar of California Trust Fund (\$76,587 committed; \$75,000 anticipated), City of Redwood City HSFA (\$15,000 requested), San Mateo County CDBG-CV (\$64,764 committed), City of Menlo Park (\$10,000 anticipated), City of East Palo Alto Measure JJ (\$50,000 requested), and the Sand Hill Foundation (\$100,000 committed).

You have 733 characters left.

Staff List

List below key staff members who work on this program

How many Key Program Staff do you want to list? 7

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Directing Attorney	David Carducci	Oversee project; provide direct legal services to housing clients	Member of the California State Bar; J.D., 1991
Staff Attorney	Shane Sagisi	Provide direct legal services to housing clients	Member of the California State Bar; J.D., 2018
Staff Attorney	Meg Plambeck	Provide direct legal services to housing clients	Member of the California State Bar; J.D., 2025
Housing Program Operations Manager	Mari Chatterjee	Interpret for Spanish-speaking clients; provide written translation for litigation cases; maintain litigation case records	Masters Degree; Spanish fluency
Project Coordinator	Nadia Henze	Screen clients; schedule appointments; interpret for Spanish-speaking clients; provide information and referrals to clients; translate self-help and outreach materials into Spanish	B.A.; Spanish fluency
Project Coordinator	Erika Ramirez	Screen clients; schedule appointments; interpret for Spanish-speaking clients; provide information and referrals to clients; translate self-help and outreach materials into Spanish	B.A.; Spanish fluency
Project Coordinator	Genny Zepeda	Screen clients; schedule appointments; interpret for Spanish-speaking clients; provide information and referrals to clients; translate self-help and outreach materials into Spanish	B.A.; Spanish fluency

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item	City of San Mateo			South San Francisco		Total Jurisdictions			
	Agency Total	Pgm%	Program Total	%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed: 4									
Directing Attorney D.C.	\$142,519.00	100.00	\$142,519.00	3.386	\$4,826.00	2.456	\$3,500.00	5.842	\$8,326.00
Senior Staff Attorney S.S.	\$116,508.00	100.00	\$116,508.00	3.433	\$4,000.00	2.444	\$2,848.00	5.878	\$6,848.00
Staff Attorney M.P.	\$91,276.00	100.00	\$91,276.00	3.287	\$3,000.00	2.191	\$2,000.00	5.478	\$5,000.00
Other Staff	\$3,054,777.00	10.497	\$320,672.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00

Taxes/Benefits	\$851,270.00	19.705	\$167,744.00	1.763	\$2,956.61	1.244	\$2,086.78	3.007	\$5,043.39
Other Direct Costs - Lines needed: 1									
Non-Personnel Expenses	\$1,758,310.00	7.316	\$128,638.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Modified Total Direct Costs (MTDC)	\$6,014,660.00	16.083	\$967,357.00	1.528	\$14,782.61	1.079	\$10,434.78	2.607	\$25,217.39
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)			15		15		15		
Indirect costs	\$0.00		\$145,103.55	1.528	\$2,217.39	1.079	\$1,565.22	2.607	\$3,782.61
Direct Costs Not MTDC - Lines needed: 0									
TOTAL	\$6,014,660.00	18.496	\$1,112,460.55	1.528	\$17,000.00	1.079	\$12,000.00	2.607	\$29,000.00
Number of Served					113		79		192
Cost per Individual					\$150.44		\$151.90		\$151.04

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

This request includes attorney staff time and benefits as well as indirect costs. The taxes/benefits line is charged at a rate of 25% of salaries and includes fringe benefits and payroll taxes paid on behalf of employees such as retirement, FICA, health and life insurance, workers' compensation, unemployment insurance, and other payroll-related costs. Legal Aid SMC will charge the HUD-accepted 15% de minimis indirect cost rate to these contracts.

You have 1050 characters left.

For the City of South San Francisco ONLY, answer the following:

1. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list: [Facebook](#), [LinkedIn](#), [YouTube](#), [Instagram](#)
- Other - Please describe:

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

All fliers, brochures, and website materials are available in English and Spanish. Some brochures are also available in Chinese and Tagalog.

You have 860 characters left.

c. How and where are the materials distributed?

Printed materials are available at the San Mateo County Court, Core Service Agencies, and outreach events. Resources are also available on the housing resource page of the Legal Aid SMC website: www.legalaidsmc.org/housing-resources.

You have 767 characters left.

Attachments

Number of uploaded documents is limited to 60 documents per application

(Upload Instructions)

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [2026_Funding_Resolution.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [IRSLetter.pdf](#)
- 3. By-laws [LASSMC_Bylaws_November_2022.pdf](#)
- 4. Articles of Incorporation [LASSMC_Articles_of_Incorporation.pdf](#)
- 5. Board roster, including:
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term[Board_List_Mtgs_Terms.pdf](#)
- 6. Organizational chart for entire organization [05_OrgChart_November_2025.pdf](#)
- 7. Financial Documents [LASSMC_25_Final_FS.pdf](#)

- Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
- Management letters

8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [LASSMC_Single_Audit_Not_Required_FY2025.pdf](#)

- OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)

9. The following are required:

[Legal Aid_SMC_Preliminary_FY2027_Budget_for_Grants.pdf](#)
[LASSMC_Budget_FY2026_for_Grants.pdf](#)

- Current (FY25-26) **Agency** Operating Budget
- Proposed (FY26-27) **Agency** Operating Budget
- Current (FY25-26) **Program** Operating Budget (Redwood City Only)

10. Mission Statement

[LASSMC_Mission_and_Vision_Statements.pdf](#)

11. Non-discrimination policy for Staff and Clients

[LASSMC_Equal_Employment_Opportunity_and_Reasonable_Accommodations_Poli](#)

12. Reasonable Accommodations Policy for Staff and Clients

[LASSMC_Equal_Employment_Opportunity_and_Reasonable_Accommodations_Poli](#)

13. Conflict of Interest Policy. (If not available, please indicate when you will submit)

[LASSMC_Conflict_of_Interest_Policy.pdf](#)

14. Negotiated Rate Letter.

[Negotiated_Rate_Letter.pdf](#)

15. Required Exhibits (San Mateo County Only):

[SMC_Exhibits.pdf](#)

- Exhibit 5: Governing Body Description
- Exhibit 6: Position Bios
- Exhibit 7: Sample Attestation of Financial Compliance

16. Other -

(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Application Submitted by: Allison Marseille Date: 01/15/2026

Reviewed and accepted by City of South San Francisco:

Sign Here:
Accepted status
 City of San Mateo **No907**
 South San Francisco **No911**

Click above to return application to Draft status, and please enter a reason in the box below

Initially submitted: Jan 15, 2026 - 12:59:39

LifeMoves



City:

[Help with this page](#)

Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

[Return to Main Page](#)

Consolidated Community Development Application for FY 2026-27

Redwood City	County of San Mateo	South San Francisco
Status:	Status:	Status: Choose:
		Program/Project Status:
		<input type="checkbox"/> Recommended for Funding Amount:
		<input type="checkbox"/> Subrecipient Budget Revised
		<input type="checkbox"/> Contract Signed

Comments:

[Email Subrecipients](#)

to see comments from:

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. Organization Name: [LifeMoves](#)
2. Project Title: [LifeMoves Interim Housing Sites](#)

We are applying for funding from:

- Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
Redwood City	\$41,806.50	3.038	34	2.121	\$1,229.60	\$68,123,989.44
County of San Mateo	\$150,503.40	10.938	1,442	89.956	\$104.37	\$68,123,989.44
South San Francisco	\$33,445.20	2.431	127	7.923	\$263.35	\$68,123,989.44
Total	\$225,755.10	16.407	1,603	100%	\$140.83	\$68,123,989.44

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):

- Abused children
- Victims of domestic violence
- Elderly persons/seniors (age 62+)
- Severely disabled adults
- Homeless persons
- Illiterate adults
- Persons living with AIDS
- Migrant farm workers

- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.
- Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

To determine client income eligibility at all LifeMoves programs upon welcome, case managers verify household income by reviewing income tax returns, W-2s, payroll check stubs, employment verification letters, or (in the absence of documentation) direct contact with the employer, if applicable. Staff also check if the client receives any government assistance and require documentation showing current amount being received at welcome. Income certification is available on file for all clients and is available for review upon request.

You have 953 characters left.

3. Project Address: 110 Locust St City: Redwood City Zip: 94061

4. Provide a one sentence project summary:

Providing interim housing and supportive services to individuals and households experiencing homelessness in San Mateo County as well as intensive case management and housing search with the goal of securing permanent housing.

Organization Address: 2550 Great America Way, Suite 201 City: Santa Clara Zip: 95054
Organization Phone: 650-685-5880 Website: www.lifemoves.org

Type of Applicant: Non-Profit

5. Contact Person/Project Admin: Name: Alexandra Fabbiani; Ceren Oka Contract Specialist; Compliance Manager Telephone: 650-685-5880
r; Ammar Chistry
afabbiani@lifemoves.org; cokar@lifemoves.org; achishty@lifemoves.org
Contact Email: @lifemoves.org; achishty@lifemoves.org Fax:

6. Name of Agency Director: Aubrey Merriman

7. Fiscal Officer: Name: Paul Simpson Email: paul@lifemoves.org Telephone: 650-685-5880
Fiscal Officer Address: 2550 Great America Way, Suite 201 City: Santa Clara Zip: 95054

8. Authorized Signatory: Name: Aubrey Merriman Email: amerriman@lifemoves.org Telephone: 650-685-5880
Authorized Signatory Address: 2550 Great America Way, Suite 201 City: Santa Clara Zip: 95054

9. Please provide days and hours of regularly scheduled operation:

365 days per year, 24/7.

10. SAM/UEI Number: PTNGHYLHY9G3 (Get a UEI #) **Federal EIN/TIN Number:** 77-01060469

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

The LifeMoves interim housing sites (emergency shelters) continue to actively engage clients in various on-site community activities, including intensive case management. This enthusiastic involvement encompasses plenty of activities for adults, children, and teenagers that aim academic advancement, housing stability, and self-sufficiency for all individuals in a household. Additionally, the program's staff, including Case Managers and Children Services Coordinators, have taken measures to enhance the experiences of the children under LifeMoves care by organizing age-appropriate activities. This includes the establishment of a homework club and the successful implementation of teen programming and a safe comfortable space to host these groups.

LifeMoves has nearly three decades of experience planning, implementing, and administering effective and efficient programs helping homeless families and individuals regain self-sufficiency and exit homelessness. LifeMoves is experienced at leveraging grant funding so services are cost-efficient and effective. Today, through a full spectrum of publicly- (federal, state, county, and city) and privately-funded programs located throughout San Mateo and Santa Clara Counties, LifeMoves provides short- and longer-term interim housing, permanent supportive housing, and follow-up services for more than 7,000 people annually. LifeMoves enjoys a long and successful track-record of effectively managing facilities, contracts, and services.

You have 2 characters left.

12A. Assessment of Need - Redwood City: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Despite the successes of LifeMoves' programs over the past several decades, the need for the services LifeMoves provides is even more pressing today. San Mateo County unemployment, underemployment, and low wages continue to conspire with the extremely high and ever-rising housing costs in the region, making it increasingly difficult for working families and individuals to have the resources needed for permanent housing and a stable home life. Many households in Redwood City lack documentation, speak languages other than English, live in encampments, and vehicles. Most recently, the City of Redwood City has awarded its Encampment Resolution Fund program to LifeMoves to address the ongoing challenges with encampments and unsheltered homelessness in the City.

Our two sites located in Redwood City; the San Mateo County Navigation Center (formerly Maple Street), for singles and couples, and Redwood Family House, for families with children, both have long histories of serving individuals and families experiencing homelessness. In the past, LifeMoves has also operated Safe Parking for RVs program in Redwood City and previous Outreach Services contracts in Redwood City, specifically.

You have 297 characters left.

12B. Assessment of Need - County of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

LifeMoves has been working with homeless individuals in San Mateo County since 1973. The need for these services was well established then, and despite the successes of the LifeMoves programs over the past four decades, that need is all the more pressing today. San Mateo County unemployment, underemployment, and low wages continue to conspire with the extremely high and ever-rising housing costs in the region to make it evermore difficult for working families to have the resources needed for permanent housing and a stable home life. There are approximately 1,738 individuals experiencing homeless in the County with only 982 shelter beds, leaving 756 unsheltered people with no safe or consistent place to live.

You have 774 characters left.

12C. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

There is no LifeMoves emergency shelter program site in South San Francisco so residents from SSF may be placed for temporary housing at Family Crossroads in Daly City or any other SMC shelter through the Coordinated Entry System.

South San Francisco persons will be assigned to the nearest, or best suited to their needs, emergency interim housing site through the County's Coordinated Entry System (CES). LifeMoves outreach team continues to provide basic need support and street outreach services in the Northern homeless outreach team region, connecting individuals and households to resources from where they are.

You have 873 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

We are fully operational and ready to accept clients at any time for the upcoming 26-27 Fiscal Year. The project has dedicated staff and supervision along with the processes and procedures in place to start aiding clients immediately upon contract execution. LifeMoves has a strong track record working with people experiencing homelessness and people who are at-risk of homelessness, having provided successful programs in San Mateo and Santa Clara Counties for over 35 years. As a long time CDBG/HUD grantee, with no outstanding issues, LifeMoves is experienced in managing complex public contracts with robust reporting, draw-down and HMIS requirements. LifeMoves uses NetSuite financial management software, which is integrated with our Paycom timekeeping and payroll system. These systems allow for accurate timekeeping and timely billing, and in addition, they provide staff and management with easy access to program expenses and budget-to-actual comparisons.

You have 534 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

To ensure that all outcomes are met, LifeMoves follows a robust performance measurement protocol. To evaluate our programs, complete records of LifeMoves client outcomes and demographics are entered into a customized Salesforce database (Voyager) by Case Managers and analyzed by the Data and Compliance Manager. Additionally, the Homeless Management Information System (HMIS), a county-wide system, tracks the service search client receives. LifeMoves solicits feedback at regular intervals from program participants through weekly house meetings, case management sessions, and open-ended surveys. Additionally, all clients are asked to complete client satisfaction surveys upon client transition from the program.

You have 785 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

Collaboration is a key component of LifeMoves programming and enables LifeMoves to provide enhanced services and resources to our vulnerable clients, without duplication of cost and effort. The diversity of LifeMoves partnerships enable our clients to receive a wide variety of support to help them meet all of their needs, be it mental health treatment, job training, child care or legal aid. LifeMoves works in partnership with organizations which serve homeless and low-income populations in San Mateo County including Second Harvest Food Bank, all SMC core agencies, Mid-Peninsula Housing, Samaritan House, Peninsula Family Service, San Mateo County Behavioral Health and Recovery Services, HIP Housing, Legal Aid Society, and the Society of Saint Vincent de Paul. Additionally, LifeMoves makes referrals to County medical, dental and mental health clinics, vocational support, and numerous other social services offered within the community.

You have 554 characters left.

16. Impact: Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

LifeMoves requests the financial support of the community to not only achieve our intended outcomes, but to continue to conduct important and highly impactful work to help those most in need in our community. Without funding for the project, LifeMoves would be forced to scale back services for clients in Urban San Mateo County, leaving a vulnerable population without critical housing and supportive services. This could potentially increase homelessness in San Mateo County. LifeMoves serves over 7,000 individuals experiencing homelessness each year with a goal to serve 10,000 individuals a year by 2027. In FY25, 68% of families returned to permanent housing after staying in LifeMoves program sites.

You have 794 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

- a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)
- b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City	16	6	16	6
Redwood City	34	11	34	11
City of San Mateo	54	20	54	20
County of San Mateo	1,442	865	1,442	865
South San Francisco	127	83	127	83
Totals	1,673	985	1,673	985

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other **Homeless**

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	Redwood City Population	Redwood City % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity

Total	74,402	100%	98	100%
White and not Hispanic	40,656	54.64%	14	14.286
White and Hispanic	23,557	31.66%	57	58.163
Asian	6,715	9.03%	4	4.082
African American	1,916	2.58%	5	5.102
Pacific Islander	663	0.89%	16	16.327
Native American	384	0.52%	2	2.041
Other	1,511	2.03%	0	0.000

Race & Ethnicity	County of San Mateo Population	County of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	764,442	100%	1,442	100%
White and not Hispanic	280,550	36.70%	325	22.538
White and Hispanic	181,937	23.80%	661	45.839
Asian	250,737	32.80%	63	4.369
African American	20,640	2.70%	176	12.205
Pacific Islander	10,702	1.40%	144	9.986
Native American	6,880	0.90%	31	2.150
Other	12,996	1.70%	42	2.913

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	127	100%
White and not Hispanic	23,760	37.34%	22	17.323
White and Hispanic	21,645	34.02%	73	57.480
Asian	23,293	36.61%	9	7.087
African American	1,625	2.55%	14	11.024
Pacific Islander	1,111	1.75%	5	3.937
Native American	395	0.62%	0	0.000
Other	9,598	15.08%	4	3.150

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

Based on our program demographics, we recognize the need to strengthen outreach to populations that may be underserved, including African American, Pacific Islander, Native American, and Asian households. To address this, we conduct targeted outreach through community-based partners, culturally specific service providers, and trusted referral sources within the Coordinated Entry System. Outreach materials are provided in multiple languages, and staff receive ongoing training in cultural humility and trauma-informed engagement.

You have 968 characters left.

20. **Leveraging:** Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

The organization leverages multiple funding sources to support this project and ensure sustainability, including federal, state, county, and private funding such as Continuum of Care (CoC), Emergency Solutions Grant (ESG), and private foundation grants. Several sources are already committed for the current program year, including CoC rental assistance and operating funds that directly support housing stabilization. Private donations and foundation support are used to address funding gaps, such as emergency assistance, landlord incentives, and housing navigation. Ongoing fundraising efforts including grant writing, individual giving, and corporate partnerships help diversify revenue and strengthen long-term program stability.

You have 766 characters left.

Staff List

List below key staff members who work on this program

How many Key Program Staff do you want to list? 2

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Director of Interim Housing and Services	Jacob Stone	Coordinates objectives, strategies, and goals to manage efficient, well-run interim housing programs. Ensures the delivery of all client services, meets program operations while maintaining programs within budget and implementing LifeMoves policies and procedures.	Jacob began with LifeMoves over 15 years ago as Facility Coordinator at First Step for Families. He has since held the role of Program Director at multiple interim housing sites in San Mateo County. Prior to his current position, Jacob held the role of Director of Impact and Learning.
Program Director	Miguel Chavez	Manage program funds, outcomes, personnel and overall client satisfaction.	Miguel graduated from CSU Sacramento with a degree in Social Sciences and had several years of case management experience prior to his promotion.

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or

"program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item	Agency Total	Pgm%	Program Total	Redwood City		County of San Mateo		South San Francisco		Total Jurisdictions	
				%	Requested	%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed: 5											
Program Directors	\$2,283,956.00	3.903	\$89,142.00	0.00	\$0.00	11.2	\$10,000.00	0.00	\$0.00	11.21	\$10,000.00
Case Managers	\$7,001,561.00	1.895	\$132,666.00	0.00	\$0.00	22.6	\$30,000.00	15.0	\$20,000.00	37.6	\$50,000.00
Children Service Coordinators	\$860,635.00	14.094	\$121,301.00	20.6	\$25,000.00	16.4	\$20,000.00	0.00	\$0.00	37.0	\$45,000.00
Other Labor	\$8,266,429.00	2.098	\$173,392.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00
Residential Services Coordinators	\$6,740,935.00	4.619	\$311,367.00	0.00	\$0.00	9.63	\$30,000.00	0.00	\$0.00	9.63	\$30,000.00
Taxes/Benefits	\$10,187,174.00	3.262	\$332,293.00	3.08	\$10,250.00	11.1	\$36,900.00	2.46	\$8,200.00	16.6	\$55,350.00
Other Direct Costs - Lines needed: 2											
Client Assistance	\$10,252,723.00	0.000	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Other Direct Costs	\$11,846,713.00	0.000	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Modified Total Direct Costs (MTDC)	\$57,440,126.00	2.020	\$1,160,161.00	3.03	\$35,250.00	10.9	\$126,900.00	2.43	\$28,200.00	16.4	\$190,350.00
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)	18.60000%		18.60000%		18.60000%		18.60000%		18.60000%		
Indirect costs	\$10,683,863.44	2.020	\$215,789.95	3.03	\$6,556.50	10.9	\$23,603.40	2.43	\$5,245.20	16.4	\$35,405.10
Direct Costs Not MTDC - Lines needed: 0											
TOTAL	\$68,123,989.44	2.020	\$1,375,950.95	3.03	\$41,806.50	10.9	\$150,503.40	2.43	\$33,445.20	16.4	\$225,755.10
Number of Served					34		1,442		127		1,603
Cost per Individual					\$1,229.60		\$104.37		\$263.35		\$140.83

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

Requested funds support essential personnel costs for the LifeMoves Interim Supportive Housing program, including Case Managers, Children's Services Coordinators, Residential Services Coordinators, and Program Directors, who provide intake, individualized case planning, housing search and stabilization, onsite residential support, and youth programming. Payroll taxes and fringe benefits are included and cover required employee benefits such as health insurance and payroll taxes.

No City or County funds are requested for client assistance or other direct operating costs, which are supported through leveraged funding sources including Continuum of Care (CoC), Emergency Solutions Grant (ESG), and private funding.

Indirect costs are calculated using the 18.6% de minimis rate applied to Modified Total Direct Costs and support essential administrative functions such as fiscal management, compliance, human resources, and insurance.

The total request of \$225,755.10 will support services for approximately 1,603 individuals, resulting in an average cost of \$140.83 per participant, ensuring efficient, high-quality, client-centered service delivery.

You have 324 characters left.

For the City of Redwood City ONLY, answer the following:

Funding Criteria: Check the most applicable box from the six Consolidated Plan priorities listed below that your program or activity meets and then check the most applicable Option. (Refer to the CDBG & HOME funding criteria in the 2023-2027 Consolidated Plan for a full description of each of the priorities, objectives and programs.)

- 1. **Priority: Creating Inclusive Communities with Affordable Housing:** Creation of affordable housing and preservation of existing affordable housing, including special needs housing. Following the City's 2023-2031 Housing Element, this priority is to maintain and increase the diversity of housing types in all City neighborhoods and preserve/protect its current affordable housing stock.
- 2. **Priority: Supporting Persons Experiencing Homelessness** Making homelessness short, rare and non-reoccurring by supporting the work of emergency shelters and funding other basic needs.
- 3. **Priority: Sustain or Expand Human Services:** Sustain or expand the high level of basic human needs services for extremely low-, very low-, low- and moderate-income persons and households including but not limited to childcare, mental health and substance abuse services.
- 4. **Priority: Improve Public Facilities & Infrastructure:** Improve public and community facilities, including but not limited to increasing accessibility, improving safety, and addressing climate change.
- 5. **Priority: Support Economic Development Opportunities:** Provide support for programs and activities that create and preserve job opportunities, as well as reduce barriers to job opportunities for lower income Redwood City residents.
- 6. **Priority: General Administration, including serving as a Champion of Fair Housing and Improving Coordination** Redwood City supports and promotes a diverse community of unique neighborhoods where all residents are included and valued, no group is privileged above any other group, and all have opportunity to live in neighborhoods of their choosing.

2. Program Outcomes:

a. Please describe the accomplishments of program goals for FY25/26.

In FY25, LifeMoves family programs exited 68% of families (72% of children) to permanent housing. Program staff focused on onboarding new families, building trust, and developing individualized case plans. Many incoming households presented with complex needs, including limited income, lack of rental history, and challenges navigating public benefits, particularly for immigrant families.

Staffing and programming accomplishments supported overall program goals. For example, the Children's Services Coordinator at Redwood Family House completed her first year in a Master of Social Work program and expanded evening and weekend programming, strengthening engagement with children and parents and supporting emotional regulation, school readiness, and family relationships. Community partnerships also enhanced program impact through weekend family activities that fostered connection and stability.

You have 591 characters left.

b. In what ways has your program made a difference in the lives of the people you serve? Please provide at least one concrete example from the people served in FY25/26:

LifeMoves' Interim Supportive Housing program has helped families and individuals achieve stability, access supportive services, and move toward permanent housing. By providing case management, housing navigation, and onsite residential support, the program addresses both immediate needs and long-term goals for families experiencing homelessness.

For example, during FY 25/26, a family newly admitted to Redwood Family House faced multiple barriers, including limited income, no rental history, and difficulty accessing public benefits as immigrants. Through individualized case planning and intensive support from their Case Manager, the family secured stable housing and successfully transitioned out of interim housing. Meanwhile, the Children's Services Coordinator provided academic support and enrichment activities for the children, helping them maintain school attendance and emotional well-being during a period of upheaval. This combination of housing stability and supportive services demonstrates the program's tangible impact on both adults and children, helping families regain security, confidence, and hope for the future.

You have 353 characters left.

For the Cities of South San Francisco and Redwood City ONLY, answer the following:

3. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list: [LinkedIn](#), [Instagram](#), [Facebook](#)
- Other - Please describe:

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

Outreach to service providers and the public, as well as flyers and brochures, are available in Spanish.

You have 896 characters left.

c. How and where are the materials distributed?

Outreach materials to the public are distributed at least weekly by the LifeMoves Homeless Outreach Team. We also supply brochures and flyers to our community partners on request.

You have 822 characters left.

For San Mateo County ONLY, answer the following:

1. Due to the usage and allocation restrictions, CDBG funding for 26/27 is limited. If CDBG funding is not available for your proposed project, would you be open to accepting funding from a Federal ESG, State ESG or State PLHA grant if your project qualifies? These funding sources are subject to additional requirements and specific reporting compliance, which are outlined in the NOFA and/or will be provided to you by San Mateo County.

Yes we would be open to accepting funding from other funding sources.

You have 1431 characters left.

2. Describe in detail the scope of work directly related to the requested budget items. Describe the objectives for each activity and the specific tasks that need to be accomplished to achieve those objectives. The description should use the guidelines listed below:

- The purpose and nature of the different services to be offered and where they will be provided;
- The tasks to be performed (outreach, intake, enrollment, day care services, etc.);
- The level of service that will be provided for each activity (identified in a quantifiable unit of service, e.g., number of children cared for per month)

Requested funds support staffing for Interim Supportive Housing services at LifeMoves sites in San Mateo County. Services include CES referrals, intake and enrollment, individualized case management, housing search and placement, onsite residential support, and children's programming. Program Directors provide oversight and compliance.

The program will serve approximately 1,603 individuals annually, providing ongoing case management, daily residential support, and housing placement assistance to help participants exit to permanent housing.

You have 948 characters left.

What additional funding has been committed to, or will be utilized for your proposed project?

Please list the funding source and the estimated amount for the project below:

Source	Committed	Proposal Submitted	To Be Determined
Other Federal Funds			
State/Local Funds			
Private Funds			
Other:			

Total	\$0.00	\$0.00	\$0.00
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End of the San Mateo County section

Attachments

Number of uploaded documents is limited to 60 documents per application

(Upload Instructions)

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [1. LifeMoves Board Resolution 2025.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [2. LifeMoves-501c Tax Exempt Status1.pdf](#)
- 3. By-laws [3. 15 Exh 5. LifeMoves By-Laws 2025.pdf](#)
- 4. Articles of Incorporation [4. Articles of Incorporation1.pdf](#)
- 5. Board roster, including:
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term[5. BOD EC Calendar CY 20251.pdf](#)
[5. LMBOD Consolidated Roster Oct 2025 - CW Edits 1.2.261.pdf](#)
- 6. Organizational chart for entire organization [6. Org Chart - Exec SMC and Exec SCC - January 20261.pdf](#)
- 7. Financial Documents
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters[7. 15 Exh 7. LifeMoves 2024 - FS Final1.pdf](#)
[LifeMovesHUD.8251.RA.2023_executed_copy.pdf](#)
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [8. LifeMoves 2024 SA - Final_1114.pdf](#)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)
- 9. The following are required:
 - Current (FY25-26) **Agency** Operating Budget [9.I. FY26 Budget1.pdf](#)
 - Proposed (FY26-27) **Agency** Operating Budget [9.II. - Statement on Proposed FY26-27 Agency Operating Budget.pdf](#)
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)
- 10. Mission Statement [10 - Mission Statement1.pdf](#)
- 11. Non-discrimination policy for Staff and Clients [11. Client - Non-Discrimination Notice1.pdf](#)
[11. Staff - Equal Employment Opportunity EEO - Non Discrimination 2025 Employee Handbook1.pdf](#)
- 12. Reasonable Accommodations Policy for Staff and Clients [12. Client - Reasonable Accommodations Policy1.pdf](#)
[12. Staff - Reasonable Accommodations Policy1.pdf](#)
- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit) [13. Staff - Conflict of Interest1.pdf](#)
- 14. Negotiated Rate Letter. [14. Negotiated Rate - LifeMovesHUD.8251.RA.2023_executed_copy1.pdf](#)
- 15. Required Exhibits (San Mateo County Only):
 - Exhibit 5: Governing Body Description [15 Exh 6. Meet the Board 20251.pdf](#)
 - Exhibit 6: Position Bios [3. 15 Exh 5. LifeMoves By-Laws 2025.pdf](#)
 - Exhibit 7: Sample Attestation of Financial Compliance
- 16. Other -

(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Application Submitted by: Alexandra Fabbiani Date: 01/15/2026

Reviewed and accepted by City of South San Francisco:

Sign Here:
[Accepted status](#)
 Redwood City **No905**
 County of San Mateo **No909**
 South San Francisco **No911**

Click above to return application to Draft status, and please enter a reason in the box below



Initially submitted: Jan 15, 2026 - 13:16:08

City Data Services - San Mateo, CA
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Rape Trauma Services



City:

[Help with this page](#)

Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

[Return to Main Page](#)

**Consolidated Community Funding Application
Redwood City, City of San Mateo, San Mateo County and South San Francisco
Application for New Funding for FY 2026-27**

[Click Here](#) to see the Redwood City NOFA and RFP.
[Click Here](#) to see the City of San Mateo NOFA Instructions.
[Click Here](#) to see the County of San Mateo NOFA Guidelines.
[Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. **Organization Name:**
2. **Project Title:**

We are applying for funding from:
 Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
Redwood City	\$15,000.00	1.667	85	33.333	\$176.47	\$1,919,043.
City of San Mateo	\$15,000.00	1.667	85	33.333	\$176.47	\$1,919,043.
South San Francisco	\$15,000.00	1.667	85	33.333	\$176.47	\$1,919,043.
Total	\$45,000.00	5.000	255	100%	\$176.47	\$1,919,043.

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, [Click Here](#) to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):

- Abused children
- Victims of domestic violence
- Elderly persons/seniors (age 62+)
- Severely disabled adults
- Homeless persons
- Illiterate adults
- Persons living with AIDS
- Migrant farm workers

- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.
- Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

The Sexual Abuse Services Program for Children and Youth provides direct services to child abuse survivors from infancy through 17 years of age. As abused children is a 'presumed benefit' group income verification is not required. RTS verifies the presumed benefit status by completing a Client Contact Data Form for each child served. The form is used to collect detailed information about the types of trauma/abuse suffered, the services requested and provided, follow-up services provided and the age, gender, and ethnicity of each survivor. Client Contact Data forms are kept in a locked cabinet. RTS has kept all data forms from the beginning of the agency (30 years).

RTS reports by 'individuals' rather than 'households' as to comply with our legal responsibilities to confidentiality. Due to legal restrictions, RTS is unable to actively seek and record information regarding personal affiliations between clients; we are therefore unable to report victims who share living spaces as 'households' as to preserve the confidentiality of all clients.

You have 438 characters left.

3. Project Address: 1860 El Camino Real, Suite 406 City: Burlingame Zip: 94010

4. Provide a one sentence project summary:

The Sexual Abuse Services Program for Children and Youth provides mental health services to address the multiple healing needs of child survivors of sexual violence including: crisis intervention, individual and group counseling, advocacy, medical/legal and forensic accompaniment, and information and referrals.

Organization Address: 1860 El Camino Real, Suite 406 City: Burlingame Zip: 94010
Organization Phone: 650-652-0598 Website: www.rapetraumaservices.or

Type of Applicant: Select Agency Type ▾

5. Contact Person/Project Admin: Name: Lorry Thomas Title: Deputy Director Telephone: 650-652-0598
Contact Email: lorry@rapetraumaservices.org Fax:

6. Name of Agency Director: Emily Abrams

7. Fiscal Officer: Name: Emily Abrams Email: emily@rapetraumaservices Telephone: 650-652-0598
Fiscal Officer Address: 1860 El Camino Real, Suite 406 City: Burlingame Zip: 94010

8. Authorized Signatory: Name: Emily Abrams Email: emily@rapetraumaservices Telephone: 650-652-0598
Authorized Signatory Address: 1860 El Camino Real, Suite 406 City: Burlingame Zip: 94010

9. Please provide days and hours of regularly scheduled operation:

RTS' crisis intervention services (crisis counseling, advocacy, accompaniment, information and referrals) are available 24-hours a day. Counseling is scheduled to meet the needs of clients and families. In addition to Monday - Friday 8:30 am - 5:30 pm hours, sessions are available in the early mornings and evenings.

10. SAM/UEI Number: UP9FW5SDEM# (Get a UEI #) **Federal EIN/TIN Number:** 943215045

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

RTS delivers comprehensive mental health support to child survivors of sexual abuse, focusing on equipping them with healing strategies, reducing the risk of PTSD & building protective factors against future victimization. Our service model directly aligns with HUD's funding priorities for Basic Human Needs to Abused Children through integrated offerings that include: Crisis Intervention, Advocacy, Accompaniment, Individual & Group Therapy, Community Education for Prevention, & Referral Connections. San Mateo County's designation as a Human Trafficking Hotspot underscores the urgency of our work. Research demonstrates that prior childhood sexual abuse represents the primary risk factor for commercial sexual exploitation—making early intervention critical. In FY 2025, RTS supported 611 child abuse survivors through crisis accompaniment services during forensic medical exams & law enforcement interviews. Our counselors provide age-appropriate services across all developmental stages, ensuring children receive emotional support throughout investigative processes, understand their legal protections & have their questions answered with developmentally-appropriate language. Through collaborative protocols with law enforcement agencies, RTS ensures seamless connection to ongoing services. Our therapeutic programming—delivered both individually & in group settings—addresses the profound isolation that child survivors experience, creating pathways for connection, validation & healing.

You have 0 characters left.

12A. Assessment of Need - Redwood City: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

RTS serves as the sole 24/7 responder when law enforcement, Keller or Child Advocacy Center identifies a child victim of sexual abuse. This specialized capacity has positioned RTS as the primary resource for crisis support to child survivors. National data reveals alarming prevalence rates: 1/3 of girls & 1/6 of boys experience sexual abuse before adulthood. The closure of StarVista created gaps in the county's mental health infrastructure, limiting families' access to behavioral health services, intensifying the demand as families struggle to find treatment for children. Child survivors often present with complex trauma including depression, suicidal ideation, academic difficulties, substance use & early sexualized behaviors. Access to treatment is essential for healthy development. In FY25, 92 RWC children, ages 3-17, accessed RTS response services, including 14 victims of CSEC. The majority from low-income households. The region's affordable housing shortage has intensified vulnerability among economically disadvantaged families. Housing instability forces families into informal living arrangements with non-relatives, correlating with increased child sexual abuse reports. Overcrowded conditions created impossible choices for parents—prioritizing their child's safety vs avoiding homelessness. RTS supports families—often single parents whose children have been molested by live-in partners—facing immediate displacement following abuse when the perpetrator is head of household

You have 0 characters left.

12B. Assessment of Need - City of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

RTS serves as the sole 24/7 responder when law enforcement, Keller or Child Advocacy Center identifies a child victim of sexual abuse. This specialized capacity has positioned RTS as the primary resource for crisis support to child survivors. National data reveals alarming prevalence rates: 1/3 of girls & 1/6 of boys experience sexual abuse before adulthood. The closure of StarVista created gaps in the county's mental health infrastructure, limiting families' access to behavioral health services, intensifying the demand as families struggle to find treatment for children. Child survivors often present with complex trauma including depression, suicidal ideation, academic difficulties, substance use & early sexualized behaviors. Access to treatment is essential for healthy development. In FY25, 89 SM children, ages 3-17, accessed RTS response services, including 7 victims of CSEC. The majority from low-income households. The region's affordable housing shortage has intensified vulnerability among economically disadvantaged families. Housing instability forces families into informal living arrangements with non-relatives, correlating with increased child sexual abuse reports. Overcrowded conditions created impossible choices for parents—prioritizing their child's safety vs avoiding homelessness. RTS supports families—often single parents whose children have been molested by live-in partners—facing immediate displacement following abuse when the perpetrator is head of household

You have 0 characters left.

12C. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

RTS serves as the sole 24/7 responder when law enforcement, Keller or Child Advocacy Center identifies a child victim of sexual abuse. This specialized capacity has positioned RTS as the primary resource for crisis support to child survivors. National data reveals alarming prevalence rates: 1/3 of girls & 1/6 of boys experience sexual abuse before adulthood. The closure of StarVista created gaps in the county's mental health infrastructure, limiting families' access to behavioral health services, intensifying the demand as families struggle to find treatment for children. Child survivors often present with complex trauma including depression, suicidal ideation, academic difficulties, substance use & early sexualized behaviors. Access to treatment is essential for healthy development. In FY25, 91 SSF children, ages 3-17, accessed RTS response services, including 9 victims of CSEC. The majority from low-income households. The region's affordable housing shortage has intensified vulnerability among economically disadvantaged families. Housing instability forces families into informal living arrangements with non-relatives, correlating with increased child sexual abuse reports. Overcrowded conditions created impossible choices for parents—prioritizing their child's safety vs avoiding homelessness. RTS supports families—often single parents whose children have been molested by live-in partners—facing immediate displacement following abuse when the perpetrator is head of household.

You have 0 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

The Sexual Abuse Services Program for Children and Youth is an ongoing program in which individuals seek needed services at any time throughout the year. Activities and staff are in place to implement all aspects of the program.

By the end of the Fiscal Year, RTS will provide:

85 Child Abuse survivors in Redwood City with
-Crisis Intervention

You have 577 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

RTS employs multi-layered assessment protocols to monitor service delivery and measure client outcomes. Our Client Contact Data Form captures comprehensive intake information including service requests, trauma history, demographic profiles, and subsequent service utilization. This documentation creates a longitudinal record for each survivor we serve.

During weekly case consultation meetings, staff conduct collaborative assessments to review case and/or therapeutic progress and coordinate treatment/needs planning. This structured review process enables us to:

- Quantify service volume by jurisdiction
- Assess clients' capacity to identify immediate safety needs and long-term healing goals
- Measure skill acquisition related to trauma recovery
- Evaluate comprehension of available resources and rights

You have 156 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

Child sexual trauma survivors often require multidisciplinary support beyond crisis intervention. RTS maintains active partnerships across SM County's service network to ensure survivors access comprehensive care including housing assistance, basic needs support, pregnancy prevention, substance use treatment, mental health & child welfare interventions. RTS holds leadership positions on county-wide initiatives including the Commercial Sexual Exploitation of Children Steering Committee, Sexual Assault Task Force & Multi-Disciplinary Interview Team. These collaborations advance shared understanding of child victimization dynamics, deliver cross training & strengthen coordination among LE, medical providers, prosecutors & victim services. RTS partners directly with LE throughout investigative processes, facilitating trauma-informed communication protocols & creating interview environments that reduce re-traumatization. Our role centers on supporting child victims, providing information & ensuring questions are addressed in developmentally appropriate ways. RTS is a member of the Coalition to End Abuse, Violence & Exploitation & the sole non-governmental agency involved in establishing the permanent Child Advocacy Center. School-based prevention reaches students across the county, 42% of participating students access RTS services for additional information, support, advocacy or counseling—demonstrating the effectiveness of intervention in connecting at-risk youth to resources.

You have 0 characters left.

16. Impact: : Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

Annual increases in child victimization ensure consistent demand for specialized trauma services. Two concerning trends have intensified in recent years: rising cases of Commercial Sexual Exploitation of Children (CSEC)—where minors experience transactional sexual abuse in exchange for survival necessities like food or shelter—and escalating reports of Child Sexual Abuse Material (CSAM) victimization.

Star Vista's closure has exacerbated the county's already-strained mental health capacity, creating unprecedented demand for trauma-specialized therapy. As San Mateo County's exclusive rape crisis center, RTS provides mandatory follow-up to every child receiving forensic medical examination at Keller Center or forensic interviews at the Child Advocacy Center. While crisis intervention and advocacy remain accessible, many children require extended therapeutic support.

A significant proportion of RTS clients are Latinx children. Our Bilingual Services program deliberately targets underserved populations with limited access to culturally responsive care elsewhere.

Without these resources, RTS would implement therapy waitlists, reduce school-based prevention programming, limit accompaniment services during forensic examinations and interviews, and curtail community education that enables informed decision-making among county residents.

You have 137 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)

b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City	45	0	45	0
Redwood City	85	0	85	0
City of San Mateo	85	0	85	0
County of San Mateo	300	0	300	0
South San Francisco	85	0	85	0
Totals	600	0	600	0

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other Abused Children

[Save and Continue](#)

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	Redwood City Population	Redwood City % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	74,402	100%	92	100%
White and not Hispanic	40,656	54.64%	20	21.739
White and Hispanic	23,557	31.66%	49	53.261
Asian	6,715	9.03%	8	8.696
African American	1,916	2.58%	7	7.609
Pacific Islander	663	0.89%	5	5.435
Native American	384	0.52%	1	1.087
Other	1,511	2.03%	2	2.174

Race & Ethnicity	City of San Mateo Population	City of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	97,207	100%	89	100%
White and not Hispanic	56,183	57.80%	18	20.225
White and Hispanic	25,857	26.60%	34	38.202
Asian	18,372	18.90%	16	17.978
African American	2,041	2.10%	6	6.742
Pacific Islander	2,332	2.40%	7	7.865
Native American	486	0.50%	0	0.000
Other	5,541	5.70%	8	8.989

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	91	100%
White and not Hispanic	23,760	37.34%	17	18.681
White and Hispanic	21,645	34.02%	33	36.264
Asian	23,293	36.61%	32	35.165
African American	1,625	2.55%	3	3.297
Pacific Islander	1,111	1.75%	5	5.495
Native American	395	0.62%	1	1.099
Other	9,598	15.08%	0	0.000

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

RTS prioritizes accessibility by eliminating cultural, geographic, and economic participation barriers. Staff receive ongoing training in cultural responsiveness to populations experiencing systemic oppression. Our bilingual, multicultural team conducts targeted outreach to immigrant communities, particularly Spanish-speaking residents, delivering presentations in settings with high survivor contact likelihood.

RTS developed a comprehensive 2+ minute video overview of our services, available in English with Spanish subtitles. This multimedia resource is prominently displayed on our agency website's home page and has been shared with multiple service provider partners and every high school throughout San Mateo County.

White/Caucasian residents represent a smaller proportion of RTS's client base. As a no-cost service provider, RTS predominantly serves low-income households and historically marginalized communities of color who lack financial resources to access private sector support.

You have 175 characters left.

20. Leveraging: Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

RTS receives two ongoing grants from the California Office of Emergency Services. The Rape Crisis Grant funding amount for our Sexual Abuse Services Program for Children & Youth is \$320,000 and the funding amount for our Child Abuse Treatment program is \$250,000.

RTS receives \$150,000 from San Mateo County for our Commercial Sexual Exploitation of Children (CSEC) program, providing crisis intervention and ongoing support services to minors who experience transactional sexual abuse in exchange for survival necessities like food or shelter.

RTS receives funding from several Family Foundation (\$150,000) and will re-apply to these sources for the upcoming fiscal year and apply to additional Corporations and Foundations. A financial commitment from San Mateo, Redwood City, and South San Francisco lends additional credibility to our requests from all types of funders. When approaching business owners and city residents it has been very helpful to discuss ongoing city support.

RTS has continued its non-profit membership of the RWC/SM Chamber of Commerce and speaks to and receives support from several service organizations (Rotary, Kiwanis, Lions) throughout the county.

You have 23 characters left.

[Save and Continue](#)
Staff List

List below key staff members who work on this program

How many Key Program Staff do you want to list?

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Executive Director	Emily Abrams	Provides training and mentoring to staff and volunt	Emily is a founding member of RTS with 30 years
Deputy Director, Therapist	Lorry Thomas	Provides Direct Services (crisis counseling, advoc	Lorry is a Registered Associate Clinical Social Wo
Family Advocate	Eloisa Rivero	Provides crisis intervention, advocacy and accomp	Eloisa holds a Master of Science in Community Ps

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item				Redwood City		City of San Mateo		South San Francisco		Total Jurisdictions	
	Agency Total	Pgm%	Program Total	%	Requested	%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed:	9										
Executive Director	\$185,000.00	35.946	\$66,500.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Deputy Director/Therapist	\$145,000.00	50.000	\$72,500.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Deputy Director/Crisis Interventio	\$153,000.00	42.484	\$65,000.00	3.077	\$2,000.00	3.077	\$2,000.00	3.077	\$2,000.00	9.231	\$6,000.00
Bilingual Family Advocate	\$80,000.00	81.250	\$65,000.00	4.615	\$3,000.00	4.615	\$3,000.00	4.615	\$3,000.00	13.846	\$9,000.00
Advocacy Program Manager	\$88,000.00	65.909	\$58,000.00	1.724	\$1,000.00	1.724	\$1,000.00	1.724	\$1,000.00	5.172	\$3,000.00
Volunteer Coordinator/Advocate	\$85,000.00	47.059	\$40,000.00	2.500	\$1,000.00	2.500	\$1,000.00	2.500	\$1,000.00	7.500	\$3,000.00
Advocates / Trauma Counselors (\$300,000.00	58.333	\$175,000.00	2.857	\$5,000.00	2.857	\$5,000.00	2.857	\$5,000.00	8.571	\$15,000.00
Prevention Educators / Trauma C	\$75,000.00	46.667	\$35,000.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Trauma Therapists (2 staff Positic	\$180,000.00	50.000	\$90,000.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Taxes/Benefits	\$226,690.00	52.936	\$120,000.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Other Direct Costs - Lines needed:	10										
Occupancy Lease	\$144,000.00	41.667	\$60,000.00	5.000	\$3,000.00	5.000	\$3,000.00	5.000	\$3,000.00	15.000	\$9,000.00
Communication	\$40,600.00	36.946	\$15,000.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Local Travel / Mileage	\$28,000.00	62.500	\$17,500.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Professional Services	\$98,000.00	3.571	\$3,500.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Supplies, Equipment & Maintenan	\$17,500.00	31.429	\$5,500.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Postage and Delivery	\$7,500.00	40.000	\$3,000.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Printing and Reproduction	\$7,000.00	64.286	\$4,500.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
General Liability Insurance	\$4,500.00	26.667	\$1,200.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Training and Workshops	\$15,000.00	13.333	\$2,000.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Membership Dues	\$1,625.00	46.154	\$750.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Modified Total Direct Costs (MTDC)	\$1,881,415.00	47.834	\$899,950.00	1.667	\$15,000.00	1.667	\$15,000.00	1.667	\$15,000.00	5.000	\$45,000.00
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)	2.000000%		0.000000%		0.000000%		0.000000%		0.000000%		
Indirect costs	\$37,628.30	0.000	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Direct Costs Not MTDC - Lines needed:	0										
TOTAL	\$1,919,043.30	46.896	\$899,950.00	1.667	\$15,000.00	1.667	\$15,000.00	1.667	\$15,000.00	5.000	\$45,000.00
Number of Served				85		85		85		255	
Cost per Individual				\$176.47		\$176.47		\$176.47		\$176.47	

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

Funds are used for staff costs when providing direct services to children in specific jurisdiction (RWC, SM, SSF).
 Occupancy: Office space for planning and implementing grant objectives and connected tasks. All rooms have dual uses as business & counseling offices, geared to comfort children, youth and families. No monies are used for renting other facilities than our main office where in-person therapy and crisis intervention services are provided to children from specific jurisdictions (RWC, SM, SSF).

You have 986 characters left.

For the City of Redwood City ONLY, answer the following:

Funding Criteria: Check the most applicable box from the six Consolidated Plan priorities listed below that your program or activity meets and then check the most applicable Option. (Refer to the CDBG & HOME funding criteria in the 2023-2027 Consolidated Plan for a full description of each of the priorities, objectives and programs.)

- 1. Priority: Creating Inclusive Communities with Affordable Housing:** Creation of affordable housing and preservation of existing affordable housing, including special needs housing. Following the City's 2023-2031 Housing Element, this priority is to maintain and increase the diversity of housing types in all City neighborhoods and preserve/protect its current affordable housing stock.
- 2. Priority: Supporting Persons Experiencing Homelessness** Making homelessness short, rare and non-reoccurring by supporting the work of emergency shelters and funding other basic needs.
- 3. Priority: Sustain or Expand Human Services:** Sustain or expand the high level of basic human needs services for extremely low-, very low-, low- and moderate-income persons and households including but not limited to childcare, mental health and substance abuse services.
- 4. Priority: Improve Public Facilities & Infrastructure:** Improve public and community facilities, including but not limited to increasing accessibility, improving safety, and addressing climate change.
- 5. Priority: Support Economic Development Opportunities:** Provide support for programs and activities that create and preserve job opportunities, as well as reduce barriers to job opportunities for lower income Redwood City residents.
- 6. Priority: General Administration, including serving as a Champion of Fair Housing and Improving Coordination** Redwood City supports and promotes a diverse community of unique neighborhoods where all residents are included and valued, no group is privileged above any other group, and all have opportunity to live in neighborhoods of their choosing.

2. Program Outcomes:

a. Please describe the accomplishments of program goals for FY25/26.

During FY25 (July 1, 2024 - June 30, 2025) Rape Trauma Services provided crisis intervention, mental health services, advocacy, accompaniment, long term therapy, prevention and community outreach to child abuse survivors living in Redwood City. 100% of children seeking supportive services from RTS received services.

RTS provided support services to 92 abused children living in RWC ranging in age from 3 to 17 years. The first point of contact for these children was the child's school, CFS, RWC police department, or at the Child Advocacy Center or Keller Center where a Sexual Assault Counselor provided accompaniment and advocacy services during a forensic medical exam and/or forensic interview.

RTS provided services to 14 children who identified being victimized by commercial sexual exploitation (CSEC) while residing in RWC. RTS provided training to RWC School Administrators and RWC Police Officers aimed at working specifically with survivors of Sexual Abuse and CSEC youth.

RTS provided in-person therapy and crisis intervention services to At Risk Youth from Sequoia High School, Redwood High School, and McKinley Middle School. RTS Educators

You have 5 characters left.

b. In what ways has your program made a difference in the lives of the people you serve? Please provide at least one concrete example from the people served in FY25/26:

Thirteen-year-old 'Jayden,' a commercial sexual exploitation survivor, began receiving consistent support from an RTS Advocate while residing at a residential treatment facility for youth navigating severe trauma, behavioral challenges, and substance use. Through ongoing relationship-building sessions, the advocate discovered Jayden's deep connection to animals and how caring for them supported her healing process.

Recognizing this therapeutic outlet, the RTS Advocate facilitated a weekly volunteer placement at a nearby animal shelter where Jayden and her advocate work side-by-side providing animal care. This hands-on engagement has become transformative—strengthening Jayden's self-confidence and sense of worth, both critical protective factors against future exploitation.

Beyond skill-building, the shelter environment created a safe, calming space where Jayden felt secure enough to share emerging concerns. During one session, Jayden revealed

You have 260 characters left.

For the Cities of South San Francisco and Redwood City ONLY, answer the following:

3. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list:
- Other - Please describe:

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

The majority of RTS printed materials feature dual-language formatting with English on one side and Spanish on the reverse. For stand-alone brochures or other literature, RTS invests in printing sets in both English and Spanish. Community presentations are delivered in either English or Spanish based on audience needs. Public service announcements air on both English and Spanish-language radio and television stations. The video overview of our services is available in English with Spanish subtitles.

You have 495 characters left.

c. How and where are the materials distributed?

Materials reach communities through multiple access points including every county police department, the District Attorney's office, Keller Center, Child Advocacy Center, school campuses, public libraries, and social service organizations. Community presentations concentrate on low-income neighborhoods to maximize reach among populations with greatest need.

Additionally, our community outreach strategy systematically engages underserved populations through partnerships with over 80 organizations across San Mateo County and the broader Bay Area, including:

- Native American Health Center
- LGBTQ+ Community Centers

You have 170 characters left.

Attachments

Number of uploaded documents is limited to 60 documents per application

(Upload Instructions)

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [RTS_Signed_Resolution_City_26.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [Rape_Trauma_Services_IRS_Tax_Exempt_Letter_2.pdf](#)
- 3. By-laws [RTS_BYLAWS.pdf](#)
- 4. Articles of Incorporation [RTS_articles_of_incorporation.pdf](#)
- 5. Board roster, including: [RTS_BOARD_LIST_2025_28_DATES.pdf](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term
- 6. Organizational chart for entire organization [Agency_Org_Chart_-_2026.pdf](#)
- 7. Financial Documents [Rape_Trauma_Services_06-30-2024_-_Financial_statements.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters

- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)

- 9. The following are required:
 - Current (FY25-26) **Agency** Operating Budget
 - Proposed (FY26-27) **Agency** Operating Budget
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)

- 10. Mission Statement

- 11. Non-discrimination policy for Staff and Clients

- 12. Reasonable Accommodations Policy for Staff and Clients

- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit)

- 14. Negotiated Rate Letter.

- 15. Required Exhibits (San Mateo County Only):
 - Exhibit 5: Governing Body Description
 - Exhibit 6: Position Bios
 - Exhibit 7: Sample Attestation of Financial Compliance

- 16. Other -

[City RTS No Single Audit 2025.pdf](#)

[Current Agency Budget 2025_26.pdf](#)
[Proposed Agency Budget 2026_2027.pdf](#)
[Child Services Program Budget 2025.pdf](#)

[RTS Mission Statement 1.pdf](#)

[RTS Non Discrimination Policy 3.pdf](#)

[RTS Reasonable Accommodations Policy 2.pdf](#)

[RTS Conflict of Interest Policy.pdf](#)

[Not Applicable Documents.pdf](#)

[Not Applicable Documents.pdf](#)

[Not Applicable Documents.pdf](#)

[Click here to go to the Upload Documents page](#)(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Please check your application carefully before submission. All questions **must** be answered, and incomplete or missing answers will adversely affect consideration of your application.

I certify that I have read and understand the above requirements and that the information submitted on this form is true and correct to the best of my knowledge.

Type Name Here:

This application must be filled out and submitted electronically.
 Please fill in all applicable boxes above, enter your name, and click the "Submit Application" button

Initially submitted: Jan 14, 2026 - 22:18:24

Renaissance
Entrepreneurship Center



City:

[Help with this page](#)

Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

[Return to Main Page](#)

Consolidated Community Development Application for FY 2026-27

Redwood City	City of San Mateo	County of San Mateo	South San Francisco
Status:	Status:	Status:	Status: Choose: Program/Project Status: <input type="checkbox"/> Recommended for Funding Amount: <input type="checkbox"/> Subrecipient Budget Revised <input type="checkbox"/> Contract Signed

Comments:

[Email Subrecipients](#)

to see comments from:

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. Organization Name: [Renaissance Entrepreneurship Center](#)
2. Project Title: [Creating Economic Opportunity and Mobility for Low-Income Women and Men](#)

We are applying for funding from:

- Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
Redwood City	\$50,000.00	31.250	60	21.053	\$833.33	\$1,743,926.55
City of San Mateo	\$40,000.00	25.000	50	17.544	\$800.00	\$1,743,926.55
County of San Mateo	\$45,000.01	28.125	110	38.596	\$409.09	\$1,743,926.55
South San Francisco	\$25,000.00	15.625	65	22.807	\$384.62	\$1,743,926.55
Total	\$160,000.01	100.000	285	100%	\$561.40	\$1,743,926.55

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

- Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):
 - Abused children
 - Homeless persons
 - Victims of domestic violence
 - Illiterate adults
 - Elderly persons/seniors (age 62+)
 - Persons living with AIDS
 - Severely disabled adults
 - Migrant farm workers
- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.

Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

We have implemented several corrective actions to ensure full compliance with HUD and jurisdiction-specific requirements. These include the creation of a new Income Verification tab in VistaShare, our client database and outcomes tracking system, which centralizes income documentation fields, standardizes the recording of individual versus household income, and enables internal queries and audits to improve timeliness and compliance during intake. The new tab also requires staff to identify themselves as the reviewer—regardless of whether intake is completed online or on paper—and to certify that all documentation and income calculations meet HUD and jurisdictional standards. In addition, we have updated our intake workflow to require documentation uploads for all earning adults and verification of income from assets, where applicable; client files cannot be finalized until all verification steps are completed. To reinforce these changes, staff will complete HUD income calculator training and refresher trainings, aligned with quarterly file audits, as recommended by our program auditors in 2025. Finally, we are formalizing updates to our policies and procedures to ensure income verification requirements are applied consistently across all jurisdictions, promoting accuracy, consistency, and proper documentation across all CDBG-funded programs.

You have 136 characters left.

3. Project Address: 1848 Bay Road City: East Palo Alto Zip: 94303

4. Provide a one sentence project summary:

Igniting the power of entrepreneurship to strengthen lower-income English and Spanish-speaking communities, families and individuals in San Mateo County.

Organization Address: 275 5th Street City: San Francisco Zip: 94103
Organization Phone: 415-541-8580 Website: www.rencenter.org

Type of Applicant: Select Agency Type

5. Contact Person/Project Admin: Name: Timothy Russell Title: Regional Director Telephone: 650-321-2193 x1102
Contact Email: trussell@rencenter.org Fax: 6506182527

6. Name of Agency Director: Sharon Miller

7. Fiscal Officer: Name: Doug House Email: dhouse@rencenter.org Telephone: 415-348-6259
Fiscal Officer Address: 275 5th Street City: San Francisco Zip: 94103

8. Authorized Signatory: Name: Sharon Miller Email: sharon@rencenter.org Telephone: 415-348-6259
Authorized Signatory Address: 275 5th Street City: San Francisco Zip: 94103

9. Please provide days and hours of regularly scheduled operation:

9am to 5pm Monday through Friday

10. SAM/UEI Number: 045629282000 (Get a UEI #) **Federal EIN/TIN Number:** 94-2793122

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

With support from the City of Redwood City, the City of San Mateo, the City of South San Francisco, and the County of San Mateo, Renaissance Peninsula will serve 250 low-income, English- and Spanish-speaking women and men across the county. This includes 60 participants in Redwood City, 50 in the City of San Mateo, 50 in the City of South San Francisco, and 90 in unincorporated San Mateo County. Participants will receive customized small business training, one-on-one consulting, and access to capital, resources, entrepreneur marketplaces, and professional networks to support the launch and growth of sustainable small businesses. Programming will include tailored business training, incubator services, and networking opportunities throughout South San Mateo County in with coursework ranging from foundational business model development to advanced growth strategy and financial management, creating pathways to economic opportunity and mobility for low-income women and men.

You have 517 characters left.

12A. Assessment of Need - Redwood City: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Redwood City's recent planning documents and economic data show a clear need for expanded small business support, especially for lower-income and multilingual entrepreneurs. In 2025, the City issued an RFP specifically seeking entrepreneurship training and technical assistance for small business owners who face barriers to capital, training, and networks. This request signals the City's recognition that existing services are not adequately reaching underserved residents. The City's CDBG Consolidated Plan for FY 2026–2027 further prioritizes economic development activities for households earning at or below 80% of Area Median Income, reinforcing the need for targeted, accessible business support.

This program focuses on low-income English- and Spanish-speaking residents of Redwood City who are aspiring or early-stage entrepreneurs. Many in this population encounter structural barriers that limit their ability to start or sustain a business. Outreach will prioritize neighborhoods historically underserved by traditional business development resources.

This needs assessment is grounded in the City's 2025 entrepreneurship training RFP and its 2026–2027 CDBG/Human Services funding priorities, both of which highlight the importance of expanding equitable economic development opportunities for low-income residents.

You have 122 characters left.

12B. Assessment of Need - City of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

The need for entrepreneurship and small business programs in the City of San Mateo was identified through a combination of direct service data, community outreach, and publicly available economic indicators. Renaissance Peninsula's client intake and waitlist data from 2023–2025 show consistent demand from low-income residents seeking small business training, technical assistance, and access to capital, particularly among English- and Spanish-speaking entrepreneurs who face barriers related to income, language, and access to professional networks. This local demand aligns with broader trends identified in the U.S. Census Bureau's American Community Survey (ACS 2022–2023) and HUD CDBG priority needs, which highlight income disparities, rising cost of living, and the vulnerability of microenterprises owned by women, immigrants, and entrepreneurs of color in San Mateo County. The target population includes low-income women and men in the City of San Mateo, with a focus on English- and Spanish-speaking aspiring and existing small business owners. The primary service area is the City of San Mateo, with programming coordinated countywide to leverage regional resources.

You have 319 characters left.

12C. Assessment of Need - County of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

San Mateo County is among the wealthiest regions in the United States, with a median household income of approximately \$149,600 and an average worker's salary of nearly \$189,000, according to the 2024 Silicon Valley San Mateo County's overall prosperity obscures deep racial and ethnic economic disparities. Although the region is among the wealthiest in the nation, Black residents experience a poverty rate of about 17%—more than three times that of White (non-Hispanic) residents—while Latino households face poverty at roughly 12%. These gaps reflect the uneven distribution of Silicon Valley's economic gains and point to long-standing structural inequities in wages, housing access, and opportunities for wealth building.

Renaissance works to confront these inequities by expanding economic mobility for the county's most vulnerable residents. We support individuals from underinvested neighborhoods who face limited access to capital, credit, professional networks, and formal business education, helping them start and grow small businesses that can lead to lasting financial stability.

Our continuum of services includes business training, individualized consulting, business incubation, and connections to capital, networks, and markets. Together, these supports make entrepreneurship more accessible and empower individuals facing significant barriers to build sustainable businesses and create pathways to prosperity.

You have 45 characters left.

12D. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

For South San Francisco, the need for this program is grounded in the City's own planning and community development priorities, as well as clear local demand for expanded economic opportunity. The 2023–2027 Consolidated Plan and the 2024–2025 Annual Action Plan identify small business support and broader economic development services as priority strategies for increasing opportunity for low- and moderate-income households. These documents call for business training, incubation, and improved access to networks and resources that enable sustainable entrepreneurship, reflecting both community input and analysis of local economic conditions conducted in 2023–2024.

The program is designed for low- to moderate-income South San Francisco residents, with a focus on English- and Spanish-speaking entrepreneurs and small business owners who need foundational training, individualized consulting, and stronger pathways to capital and markets. Services are delivered within the City of South San Francisco, anchored at the Economic Advancement Center and supported through countywide partnerships.

You have 361 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

The timeline for achieving program goals during the 2026–27 fiscal year is structured as follows:

Quarter 1: Outreach and recruitment, participant orientations, Start Smart classes, workshops, and one-to-one consulting

Quarter 2: Outreach, Business Prep classes, workshops, and one-to-one consulting

Quarter 3: Outreach, Start Smart and Business Prep classes, workshops, and one-to-one consulting

Quarter 4: Business Prep classes, workshops, one-to-one consulting, and program evaluations

Graduations from core program classes will take place in Quarters 2 and 4.

Monthly workshops will be offered to entrepreneurs and small business owners to provide practical, accessible learning opportunities that build essential business skills. These workshops translate complex topics—such as financial management, marketing, legal compliance, and business operations—into actionable guidance that participants can immediately apply to start, sustain, and grow their businesses.

In addition, monthly one-to-one consulting will be provided to offer personalized, hands-on support tailored to each participant's unique needs, goals, and challenges. Unlike group-based learning, individualized consulting enables advisors to assess specific business conditions—including cash flow management, growth barriers, regulatory compliance, and market positioning—and deliver targeted strategies that strengthen business sustainability and long-term success.

You have 13 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

Each client who enters Renaissance completes an intake form that captures personal and household information, business income, business status, educational attainment, and other relevant demographic data. Clients also identify their goals for seeking entrepreneurship training and technical assistance.

In addition, client evaluation forms are collected at the conclusion of each class and workshop to assess program quality, relevance, and effectiveness. Our Data and Evaluation Manager oversees the collection, management, and analysis of all program data. Findings are reviewed and used to inform program improvement, ensuring our services remain responsive to client needs and aligned with desired outcomes.

Through Quarter 2 of Fiscal Year 2025–26, Renaissance has served the following:

Redwood City: 25 residents served; 12 businesses served; 17 jobs retained or created; 16 residents unverified

City of San Mateo: 12 residents served; 5 businesses served; 7 jobs retained or created; 10 residents unverified

San Mateo County: 54 residents served; 23 businesses served; 33 jobs retained or created; 44 residents unverified

South San Francisco: 15 residents served; 7 businesses served; 9 jobs retained or created; 10 residents unverified

"Unverified" refers to residents who have not yet submitted all required income verification documentation and are therefore not included in quarterly reports until verification is complete.

You have 16 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

-Partnership JobTrain

Renaissance partners with JobTrain to empower individuals in our shared community. While we focus on entrepreneurship, JobTrain specializes in workforce development, creating a natural shared network of support. By offering complementary services, this partnership ensures that individuals seeking to build their skills, whether for entrepreneurship or employment, have access to the support they need. Together, we collaborate to refer clients, share resources, and participate in community events, amplifying our collective impact and fostering economic empowerment across the region. Additionally we co-locate together in facilities in North Fair Oaks, South San Francisco, and Half Moon Bay.

-Partner - TMC Community Capital (Milestone Program)

Renaissance maintains a formal partnership with TMC Community Capital through the Milestone Program, which allocates a dedicated pool of microloan capital for Renaissance clients. Through this partnership, Renaissance identifies, prepares, and underwrites loan-ready clients, supporting underbanked and credit-invisible entrepreneurs through business advising, financial readiness, and documentation review. TMC Community Capital then provides \$5,000 trust-based microloans designed for entrepreneurs who face barriers to traditional lending. In the coming year, this partnership is expected to support approximately 12 loans for local entrepreneurs in San Mateo County.

You have 34 characters left.

16. Impact: Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

Several economic and community trends have directly increased both the demand for our services and the complexity of support our clients require. Rising costs of living, commercial rents, insurance, and utilities in San Mateo County have placed growing pressure on low-income and microenterprise entrepreneurs, particularly women, immigrants, and English- and Spanish-speaking business owners operating with narrow margins. Post-pandemic shifts in consumer behavior, tightening access to capital, and expanding regulatory and compliance requirements have further intensified the need for sustained, one-on-one technical assistance rather than short-term workshops. As a result, we are seeing higher demand, longer engagement periods, and more complex needs related to financial management, cash-flow stabilization, and navigating local permitting and compliance systems.

Without continued funding, our program would face reduced service capacity, limiting both the number of low-income entrepreneurs we can assist and the depth of support we can provide. This would require scaling back individualized consulting, reducing language-accessible training, and limiting outreach to the most underserved communities. The impact would fall disproportionately on low-income residents who rely on free or low-cost, culturally responsive services to start or stabilize their businesses. Without these resources, many entrepreneurs

You have 0 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)

b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City				
Redwood City	60	60	60	60
City of San Mateo	50	50	50	50
County of San Mateo	90	70	110	90
South San Francisco	50	40	65	50
Totals	250	220	285	250

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other [Low -income women, men, and families](#)

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	Redwood City Population	Redwood City % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	74,402	100%	60	100%
White and not Hispanic	40,656	54.64%	2	3.333
White and Hispanic	23,557	31.66%	50	83.333
Asian	6,715	9.03%	1	1.667
African American	1,916	2.58%	3	5.000
Pacific Islander	663	0.89%	3	5.000
Native American	384	0.52%	0	0.000
Other	1,511	2.03%	1	1.667

Race & Ethnicity	City of San Mateo Population	City of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	97,207	100%	50	100%
White and not Hispanic	56,183	57.80%	5	10.000
White and Hispanic	25,857	26.60%	35	70.000
Asian	18,372	18.90%	5	10.000
African American	2,041	2.10%	2	4.000
Pacific Islander	2,332	2.40%	2	4.000
Native American	486	0.50%	0	0.000
Other	5,541	5.70%	1	2.000

Race & Ethnicity	County of San Mateo Population	County of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	764,442	100%	90	100%
White and not Hispanic	280,550	36.70%	7	7.778
White and Hispanic	181,937	23.80%	67	74.444
Asian	250,737	32.80%	3	3.333
African American	20,640	2.70%	7	7.778
Pacific Islander	10,702	1.40%	4	4.444
Native American	6,880	0.90%	0	0.000

Other	12,996	1.70%	2	2.222
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Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	50	100%
White and not Hispanic	23,760	37.34%	5	10.000
White and Hispanic	21,645	34.02%	36	72.000
Asian	23,293	36.61%	2	4.000
African American	1,625	2.55%	2	4.000
Pacific Islander	1,111	1.75%	3	6.000
Native American	395	0.62%	0	0.000
Other	9,598	15.08%	2	4.000

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

Across jurisdictions, our outreach is intentionally focused on low-income residents and communities that have been historically underserved by traditional business support systems. The demographic data reflects strong participation from households with lower incomes, particularly among residents who benefit from bilingual, place-based, and no-cost services. To reach eligible residents, Renaissance prioritizes partnerships with community-based organizations, schools, libraries, workforce and adult education providers, and local service hubs that already serve low-income populations. We also conduct targeted outreach at community events and through multilingual digital and partner-led communications. Intake and participation data are reviewed regularly to identify gaps and refine outreach strategies, ensuring continued access for low-income emerging and established entrepreneurs across all jurisdictions.

You have 585 characters left.

20. **Leveraging:** Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

The FY 2026-27 program budget covers staffing, instructional, and operational resources needed to deliver CDBG-eligible entrepreneurship training and one-on-one business consulting to low- and moderate-income entrepreneurs across San Mateo County, including Redwood City, San Mateo, and South San Francisco.

Personnel costs, the largest portion of the budget, fund the Regional Director, San Mateo Director, Program Manager, Program Coordinator, Program Assistant, outreach staff, and data/evaluation staff. These roles support recruitment, intake, income verification, enrollment, curriculum delivery, business consulting, class coordination, ongoing client support, and HUD-compliant reporting. Salaries, taxes, and benefits are proportionally allocated based on program time.

Consultant and instructor costs cover specialized training in business planning, financial management, marketing, legal compliance, and growth. These services ensure high-quality, culturally responsive support while allowing efficient scale across jurisdictions.

Indirect costs use the federally approved 15% de minimis rate to fund administrative infrastructure, including finance, HR, compliance, facilities, technology, and general administration, ensuring proper oversight and CDBG compliance.

Together, these resources enable the program to serve approximately 2 pa85rticipants, providing effective, cost-conscious entrepreneurship training, consulting, and technical assistance.

You have 9 characters left.

Staff List

List below key staff members who work on **this program**

How many Key Program Staff do you want to list? 9

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Regional Director	Tim Russell	Oversees Renaissance's programs and deliverables in San Mateo & Santa Clara Counties	Bio uploaded
San Mateo Director	Nora Razon	Leads Renaissance's county-wide small business programs and services	Bio uploaded
Program Manager	Beatriz Orozco	Manages outreach, program delivery, and client engagement across Central and South San Mateo County	Bio uploaded
Program Coordinator	TBD	Conducts outreach and program delivery	
Program Assistant	Laura Rubio Galan	Client outreach and onboarding	
Client Outreach & Development Manager	Christopher Bailey	Oversees outreach, website and social media platforms	Bio uploaded
Client Data & Evaluation Mgr	Derek Goldstone	oversees data reporting, evaluation processes, and grant deliverables	Bio uploaded
Client Data & Evaluation Assistant	Yolanda Sturgis	Client intake	
Administrative Asst. (Client Data)	Xhensila Manoku	Client intake	

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

	Redwood City	City of San Mateo	County of San Mateo	South San Francisco	Total Jurisdictions
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Budget Line Item	Agency Total	Pgm%	Program Total	%	Requested	%	Requested	%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed: 9													
Regional Director	\$133,250.00	9.906	\$13,200.00	30.303	\$4,000.00	26.515	\$3,500.00	30.303	\$4,000.00	12.879	\$1,700.00	100.000	\$13,200.00
San Mateo Director	\$131,200.00	9.604	\$12,600.00	31.746	\$4,000.00	23.810	\$3,000.00	31.746	\$4,000.00	12.698	\$1,600.00	100.000	\$12,600.00
Program Manager	\$100,450.00	16.028	\$16,100.00	36.025	\$5,800.00	27.950	\$4,500.00	26.708	\$4,300.00	9.317	\$1,500.00	100.000	\$16,100.00
Program Coordinator	\$74,825.00	14.233	\$10,650.00	30.516	\$3,250.00	28.169	\$3,000.00	31.925	\$3,400.00	9.390	\$1,000.00	100.000	\$10,650.00
Program Assistant	\$61,497.23	17.399	\$10,700.00	26.168	\$2,800.00	32.710	\$3,500.00	34.579	\$3,700.00	6.542	\$700.00	100.000	\$10,700.00
Client Outreach & Development Manager	\$92,250.00	9.106	\$8,400.00	35.714	\$3,000.00	23.810	\$2,000.00	34.524	\$2,900.00	5.952	\$500.00	100.000	\$8,400.00
Client Data & Evaluation Mgr	\$102,500.00	3.902	\$4,000.00	37.500	\$1,500.00	25.000	\$1,000.00	25.000	\$1,000.00	12.500	\$500.00	100.000	\$4,000.00
Client Data & Evaluation Assistant	\$19,128.55	18.297	\$3,500.00	28.571	\$1,000.00	28.571	\$1,000.00	28.571	\$1,000.00	14.286	\$500.00	100.000	\$3,500.00
Administrative Asst. (Client Data)	\$61,558.43	5.686	\$3,500.00	28.571	\$1,000.00	28.571	\$1,000.00	28.571	\$1,000.00	14.286	\$500.00	100.000	\$3,500.00
Taxes/Benefits	\$139,798.66	10.642	\$14,877.00	31.881	\$4,743.00	27.223	\$4,050.00	30.611	\$4,554.00	10.284	\$1,530.00	100.000	\$14,877.00
Other Direct Costs - Lines needed: 1													
Consultants and Instructors.	\$600,000.00	6.934	\$41,603.44	29.770	\$12,385.26	19.788	\$8,232.61	22.297	\$9,276.44	28.145	\$11,709.13	100.000	\$41,603.44
Modified Total Direct Costs (MTDC)	\$1,516,457.87	9.175	\$139,130.44	31.250	\$43,478.26	25.000	\$34,782.61	28.125	\$39,130.44	15.625	\$21,739.13	100.000	\$139,130.44
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)	15.00000%		15		15		15		15		15		
Indirect costs	\$227,468.68	9.175	\$20,869.57	31.250	\$6,521.74	25.000	\$5,217.39	28.125	\$5,869.57	15.625	\$3,260.87	100.000	\$20,869.57
Direct Costs Not MTDC - Lines needed: 0													
TOTAL	\$1,743,926.55	9.175	\$160,000.01	31.250	\$50,000.00	25.000	\$40,000.00	28.125	\$45,000.01	15.625	\$25,000.00	100.000	\$160,000.01
Number of Served					60		50		110		65		285
Cost per Individual					\$833.33		\$800.00		\$409.09		\$384.62		\$561.40

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

Renaissance Entrepreneurship Center sustains this project through a mix of public, private, and earned revenue, allowing us to leverage CDBG funds alongside other resources to maximize impact for low- to moderate-income residents.

Public funding, from federal, state, county, and city partners across San Mateo County, supports entrepreneurship training, one-on-one consulting, and access to capital for low-income entrepreneurs. Many of these sources are already committed or expected based on historical renewals.

Private support from foundations and corporate partners, including the Sobrato Family Foundation, Silicon Valley Community Foundation, and Bank of America, funds core programs, staffing, and operations. Multi-year or recurring grants, such as the 2025–2026 Bank of America Neighborhood Builders Award, enhance program stability.

Earned revenue from program fees, incubator rents, and consulting services, along with individual contributions and events, further strengthens sustainability and flexibility.

Together, these funding streams allow Renaissance to reduce reliance on any single source and ensure continuity of services. CDBG funds remain vital in supporting high-quality, place-based services for entrepreneurs throughout San Mateo County.

You have 207 characters left.

For the City of Redwood City ONLY, answer the following:

Funding Criteria: Check the most applicable box from the six Consolidated Plan priorities listed below that your program or activity meets and then check the most applicable Option. (Refer to the CDBG & HOME funding criteria in the 2023-2027 Consolidated Plan for a full description of each of the priorities, objectives and programs.)

- 1. Priority: Creating Inclusive Communities with Affordable Housing:** Creation of affordable housing and preservation of existing affordable housing, including special needs housing. Following the City's 2023-2031 Housing Element, this priority is to maintain and increase the diversity of housing types in all City neighborhoods and preserve/protect its current affordable housing stock.
- 2. Priority: Supporting Persons Experiencing Homelessness** Making homelessness short, rare and non-reoccurring by supporting the work of emergency shelters and funding other basic needs.
- 3. Priority: Sustain or Expand Human Services:** Sustain or expand the high level of basic human needs services for extremely low-, very low-, low- and moderate-income persons and households including but not limited to childcare, mental health and substance abuse services.
- 4. Priority: Improve Public Facilities & Infrastructure:** Improve public and community facilities, including but not limited to increasing accessibility, improving safety, and addressing climate change.
- 5. Priority: Support Economic Development Opportunities:** Provide support for programs and activities that create and preserve job opportunities, as well as reduce barriers to job opportunities for lower income Redwood City residents.
- 6. Priority: General Administration, including serving as a Champion of Fair Housing and Improving Coordination** Redwood City supports and promotes a diverse community of unique neighborhoods where all residents are included and valued, no group is privileged above any other group, and all have opportunity to live

in neighborhoods of their choosing.

2. Program Outcomes:

a. Please describe the accomplishments of program goals for FY25/26.

Through Quarter 2 of Fiscal Year 2025–26, Renaissance has served participants across the following jurisdictions:

Redwood City: 25 residents served; 12 businesses served; 17 jobs retained or created; 16 residents unverified

City of San Mateo: 12 residents served; 5 businesses served; 7 jobs retained or created; 10 residents unverified

San Mateo County: 54 residents served; 23 businesses served; 33 jobs retained or created; 44 residents unverified

South San Francisco: 15 residents served; 7 businesses served; 9 jobs retained or created; 10 residents unverified

"Unverified" refers to residents who have not yet submitted all required income verification documentation and are therefore not included in quarterly reports until verification is complete.

The fiscal year began later than usual due to the time required to finalize contracts with each jurisdiction. In addition, the holiday period—from mid-November through December—is traditionally a time when classes and workshops are paused. During this period, Renaissance continued to provide one-to-one consulting services to clients through December 24.

Quarters 3 and 4 will represent full program implementation periods, with a complete schedule of classes, workshops, and technical assistance activities.

You have 185 characters left.

b. In what ways has your program made a difference in the lives of the people you serve? Please provide at least one concrete example from the people served in FY25/26:

Lidia Muñoz, founder of MV Vogue and Glow Co. in South San Francisco, is an artisan candle maker and Business Prep graduate who continued working with Renaissance through one-on-one technical assistance. Support focused on building her e-commerce capacity, including developing a Shopify website, organizing product content, refining website copy, and applying basic SEO strategies. This assistance is helping Lidia expand beyond local markets and establish a sustainable online sales channel.

Ana Cristina Alvarero, owner of a licensed family child care business in Redwood City, received individualized support to strengthen her operations and marketing. Renaissance assisted her with branding, social media improvement, website planning, and operational systems, including parent communications and licensing-aligned policies. By the end of the period, Ana had greater confidence, clearer systems, and a stronger strategy to attract new families and operate sustainably.

You have 520 characters left.

For the Cities of South San Francisco and Redwood City ONLY, answer the following:

3. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list:
- Other - Please describe:

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

All of our marketing and outreach materials are available both online and in print, in English and Spanish.

You have 893 characters left.

c. How and where are the materials distributed?

Our marketing materials are distributed through a multi-channel approach designed to reach the community where they are. Materials are shared digitally through our website, email campaigns, and social media platforms, and are also distributed in print through grassroots outreach efforts, community events, and direct engagement. In addition, we leverage partner and stakeholder communications—including newsletters, and organizational networks—to extend our reach and ensure information is accessible, timely, and widely shared throughout the community.

You have 446 characters left.

For San Mateo County ONLY, answer the following:

1. Due to the usage and allocation restrictions, CDBG funding for 26/27 is limited. If CDBG funding is not available for your proposed project, would you be open to accepting funding from a Federal ESG, State ESG or State PLHA grant if your project qualifies? These funding sources are subject to additional requirements and specific reporting compliance, which are outlined in the NOFA and/or will be provided to you by San Mateo County.

Yes. We would be open to accepting funding from a Federal ESG, State ESG, or State PLHA grant if our project qualifies and are prepared to meet the additional requirements and reporting compliance associated with these funding sources.

You have 1265 characters left.

2. Describe in detail the scope of work directly related to the requested budget items. Describe the objectives for each activity and the specific tasks that need to be accomplished to achieve those objectives. The description should use the guidelines listed below:

- The purpose and nature of the different services to be offered and where they will be provided;
- The tasks to be performed (outreach, intake, enrollment, day care services, etc.);
- The level of service that will be provided for each activity (identified in a quantifiable unit of service, e.g., number of children cared for per month)

Renaissance provides small business development services to low- and moderate-income entrepreneurs across the funded jurisdictions, delivered through in-person and virtual formats at accessible community locations.

Outreach & Enrollment: Staff conduct targeted outreach through community partners, events, and multilingual materials, complete intake forms, verify eligibility, and enroll participants. Service Level: Approximately 300 residents annually.

Group Training & Workshops: Start Smart and Business Prep classes, along with monthly workshops, provide practical instruction in financial management, marketing, operations, and compliance. Service Level: approximately 12 cohorts per year and 24 workshops, averaging 8 - 10 participants. Cohorts and workshops will be online and in-person.

One-to-One Consulting: Individualized technical assistance helps participants with business planning, marketing, financial guidance, and e-commerce preparation. Service Level: Average 2 - 4 hours per participant, totaling 600 - 1200 sessions annually. Approval for more hours are available

Monitoring & Evaluation: Staff collect intake data, track participation, measure outcomes, and gather client feedback to improve services. Service Level: 100% of clients tracked for businesses served and jobs retained or created.

Together, these services support participants in starting, sustaining, and growing businesses, increasing income stability, and expanding economic op

You have 0 characters left.

What additional funding has been committed to, or will be utilized for your proposed project?
Please list the funding source and the estimated amount for the project below:

Source	Committed	Proposal Submitted	To Be Determined
Other Federal Funds	\$240,000.00	\$0.00	\$240,000.00
State/Local Funds			
Private Funds	\$1,262,000.00	\$0.00	\$500,000.00
Other: Corporate funds	\$326,000.00	\$0.00	\$100,000.00
Total	\$1,828,000.00	\$0.00	\$840,000.00

End of the San Mateo County section

Attachments

Number of uploaded documents is limited to 60 documents per application
(Upload Instructions)

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [1. CDBG Resolution of the Board of Directors - San Mateo County.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [2. IRS 501 c3.pdf](#)
- 3. By-laws [3. Renaissance Bylaws - Amended and Restated Sept. 2025.pdf](#)
- 4. Articles of Incorporation [4. Articles of Incorporation.pdf](#)
- 5. Board roster, including: [5. Board of Directors Roster with Terms January 2025.pdf](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term
- 6. Organizational chart for entire organization [6. Org_charts_2026.pdf](#)
- 7. Financial Documents [7. Renaissance 2024 Audit.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [8. Federal Single Audit.pdf](#)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)
- 9. The following are required: [Renaissance 2025 Forecast - 2026 Draft Budget.pdf](#)
 - Current (FY25-26) **Agency** Operating Budget [9. 2025-](#)
 - Proposed (FY26-27) **Agency** Operating Budget [26. CDBG Current Program Budgets for Peninsula.xlsx](#)
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)
- 10. Mission Statement [10. Mission Statement.pdf](#)
- 11. Non-discrimination policy for Staff and Clients [11. Non-Discrimination Policy.pdf](#)
- 12. Reasonable Accommodations Policy for Staff and Clients [12. Reasonable Accommodations Policy.pdf](#)
- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit) [13. Renaissance Conflict of Interest Policy.pdf](#)
- 14. Negotiated Rate Letter.
- 15. Required Exhibits (San Mateo County Only): [15. Exhibit 7 - Attestation of Financial Compliance.pdf](#)
 - Exhibit 5: Governing Body Description [15. Exhibit 5 - Governing Body Description.pdf](#)
 - Exhibit 6: Position Bios [15. Exhibit 6 - Position Bios.docx.pdf](#)
 - Exhibit 7: Sample Attestation of Financial Compliance
- 16. Other -

(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Application Submitted by: Tim Russell Date: 01/15/2026

Reviewed and accepted by City of South San Francisco:

Sign Here:

[Accepted status](#)

Redwood City **No905**

City of San Mateo **No907**

County of San Mateo **No909**

South San Francisco **No911**

Click above to return application to Draft status, and please enter a reason in the box below

Initially submitted: Jan 15, 2026 - 13:11:49

Samaritan House



City:

[Help with this page](#)

Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

[Return to Main Page](#)

Consolidated Community Development Application for FY 2026-27

Redwood City Status:	South San Francisco Status: Choose: Program/Project Status: <input type="checkbox"/> Recommended for Funding Amount: <input type="checkbox"/> Subrecipient Budget Revised <input type="checkbox"/> Contract Signed
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Comments:

[Email Subrecipients](#)

to see comments from:

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. Organization Name: **Samaritan House**
2. Project Title: **Safe Harbor Shelter**

We are applying for funding from:

Redwood City
 City of San Mateo
 South San Francisco
 County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
Redwood City	\$18,000.00	0.567	112	55.446	\$160.71	\$41,051,860.62
South San Francisco	\$20,000.00	0.630	90	44.554	\$222.22	\$41,051,860.62
Total	\$38,000.00	1.197	202	100%	\$188.12	\$41,051,860.62

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):

- | | |
|--|--|
| <input type="checkbox"/> Abused children | <input checked="" type="checkbox"/> Homeless persons |
| <input type="checkbox"/> Victims of domestic violence | <input type="checkbox"/> Illiterate adults |
| <input type="checkbox"/> Elderly persons/seniors (age 62+) | <input type="checkbox"/> Persons living with AIDS |
| <input type="checkbox"/> Severely disabled adults | <input type="checkbox"/> Migrant farm workers |

- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.
- Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

Unhoused persons who are extremely low income are a presumed benefit population in San Mateo County. All unhoused clients served by Safe Harbor Shelter are extremely low to very low income, and Samaritan House has a strict application and verification process to document eligibility based on household income. To verify income data, Safe Harbor staff obtain and review copies of pay stubs for employed clients and check stubs for Social Security, General Assistance and other forms of income from unemployed clients. For client homeless certification, intake staff verifies presumed benefit status utilizing a County form that is also utilized by the Housing Authority. This third-party documentation is available on file for review at all times.

You have 752 characters left.

3. Project Address: 295 North Access Road City: South San Francisco Zip: 94080-6907

4. Provide a one sentence project summary:

Safe Harbor Shelter, a 105-bed adult, congregate homeless shelter located in South San Francisco, is an integral component of San Mateo County's housing crisis resolution system offering short-term, emergency housing with supportive services to swiftly transition clients into permanent housing..

Organization Address: 4031 Pacific Blvd. City: San Mateo Zip: 94403-4666
Organization Phone: 650-341-4081 Website: www.samaritanhousesanmateo.org

Type of Applicant: Non-Profit

5. Contact Person/Project Admin: Name: Alec Raffin; Anjenette Mendoza; Isabelle Anderson Title: Chief Operating Officer; Director of Shelter Services; Director of Institutional Partner 2; ships Telephone: 650-523-0824; 650-351-503; 650-376-4992
Contact Email: araffin@samaritanhousesanmateo.org; anje@samaritanhousesanmateo.org; ianderson@samaritanhousesanmateo.org Fax:

6. Name of Agency Director: Laura Bent

7. Fiscal Officer: Name: Inessa Shishmanyar Email: ishishmanyar@samaritanhousesanmateo.org Telephone: 650-523-0810
Fiscal Officer Address: 4031 Pacific Blvd. City: San Mateo Zip: 94403-4666

8. Authorized Signatory: Name: Laura Bent Email: laura@samaritanhousesanmateo.org Telephone: 650-523-0812
Authorized Signatory Address: 4031 Pacific Blvd. City: San Mateo Zip: 94403-4666

9. Please provide days and hours of regularly scheduled operation:

Safe Harbor Shelter is open 24 hours a day, 7 days per week, 365 days per year. Case management services are available during regular business hours, as well as during weekend and/or evening hours, in order to accommodate those clients with jobs or other daytime commitments.

10. SAM/UEI Number: FZGZTFE34JW1 (Get a UEI #) Federal EIN/TIN Number: 23-7416272

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

Safe Harbor Shelter, a 105-bed adult, congregate homeless shelter located in South San Francisco, is an integral component of San Mateo County's housing crisis resolution system offering short-term, emergency housing with supportive services to swiftly transition clients into permanent housing. Services encompass nutrition; intensive case management; housing location services; counseling; medical, dental, behavioral health care; educational programming; linkages to Federal, state, and local benefits; employment assistance/job training; legal services; life skills training; substance abuse treatment services; and supportive services. Safe Harbor will provide emergency housing and supportive services for 100 unhoused residents from the County of San Mateo.

Safe Harbor employs a Housing First model, creating personalized empowerment plans to address housing barriers. Through a tiered case management model, Safe Harbor staff (case managers, housing liaison, and intake) assess, coordinate, and monitor client-centered services for unhoused residents.

Project outcomes include:

- 1: The shelter will be at full capacity 90% of the time.
2: 15% of clients will move into permanent, transitional or supportive housing.
3: 75% of clients identified as having mental health needs will receive referrals to mental health services.
4: 75% of clients identified as having substance abuse issues will receive referrals to AOD's.

You have 45 characters left.

12A. Assessment of Need - Redwood City: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Redwood City's high cost of living, steep rents, and lack of affordable housing, continue to drive homelessness. Extensive housing waitlists and insufficient income make it especially difficult for clients to exit to permanent housing. Average rent for a 1-bedroom apartment in Redwood City is \$3,694, (Rent Cafe; Dec. 2025). Most of our clients are extremely low income, earning approximately \$500/month - 'too low' an income to qualify for local below-market-rate units.

The County's housing crisis impacts diverse populations, such as the elderly and individuals with complex needs like chronic illness, physical disability, addiction, and mental health disorders. Today, seniors represent 31% of our residents—many of whom are medically fragile or have a disability. Many residents are dually diagnosed with addiction (18%), a mental health disorder (34%) or a physical disability (25%). Over 50% of clients are new to Safe Harbor and accessing services for the first time, often lacking the identity documents needed to secure housing. This increase is driven in part by new client referrals and stronger collaboration among local police, HOT team members, and homeless services providers.

In North County, Safe Harbor is the only single-adult homeless shelter. LifeMoves operates a motel voucher program and family shelter; Caminar provides transitional housing; Catholic Charities and the Latino Commission offer transitional housing for those with AOD needs.

You have 18 characters left.

12B. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

South San Francisco's high cost of living, steep rents, and lack of affordable housing, continue to drive homelessness. Extensive housing waitlists and insufficient income make it especially difficult for clients to exit to permanent housing. Average rent for a 1-bedroom apartment in South San Francisco is \$3,367, (Rent Cafe, Dec. 2025). Most of our clients are extremely low income, earning approximately \$500/month - 'too low' an income to qualify for local below-market-rate units.

The County's housing crisis impacts diverse populations, such as the elderly and individuals with complex needs like chronic illness, physical disability, addiction, and mental health disorders. Today, seniors represent 31% of our residents—many of whom are medically fragile or have a disability. Many residents are dually diagnosed with addiction (18%), a mental health disorder (34%) or a physical disability (25%). Over 50% of clients are new to Safe Harbor and accessing services for the first time, often lacking the identity documents needed to secure housing. This increase is driven in part by new client referrals and stronger collaboration among local police, HOT team members, and homeless services providers.

In North County, Safe Harbor is the only single-adult homeless shelter. LifeMoves operates a motel voucher program and family shelter; Caminar provides transitional housing; Catholic Charities and the Latino Commission offer transitional housing for those with AOD needs.

You have 5 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

Safe Harbor Shelter is an ongoing, continuing program, open to San Mateo County's unhoused population 24 hours a day, 7 days per week, 365 days per year. We do not foresee any obstacles to implementing our project work plan as described, fully achieving our projected goals, and fully expending our contracted funds by the end of the fiscal year ending June 30, 2027.

You have 1133 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

Samaritan House employs a mix of process and outcome evaluation strategies to measure Safe Harbor Shelter's effectiveness. The Shelter uses the Homeless Information Management System (HMIS/Clarity) to capture and manage client data, maintaining case management files. Our robust Data Quality Program ensures compliance with County standards on participation, data collection, and reporting, providing accurate information about all of our clients and services.

Safe Harbor serves unhoused adults across the City of Redwood City and the City of South San Francisco. In FY25, Safe Harbor served 190 and 150 unique individuals respectively with a combined total of 89,089 services, including 13,774 bed nights and 41,877 meals. Additional services include on-going case management, Mobile Health Care Services, clothing, financial empowerment, and referral services to outside agencies.

Evaluation tools contribute to the ongoing review and refinement of program delivery. Recommendations arising from evaluations are incorporated into the program planning process, ensuring services are adapted to effectively meet our clients' needs and expectations. Evaluation results and lessons learned are regularly communicated through program reports to the executive team, board, and funders.

Accomplishments to date include: exceeded/on track to exceed FY26's contract outcomes for both the City of Redwood City and the City of South San Francisco.

You have 40 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

Samaritan House leverages its resources and ensures timely coordination of services through close collaborations with numerous government agencies (County Human Services Agency, Center on Homelessness), Core Services Agencies, 1,000+ landlords, homeless shelter providers (Abode Services, LifeMoves), domestic violence providers (CORA), local police departments, 211, and other agencies (Legal Aid Society of San Mateo County, Mental Health Association of San Mateo County, Peninsula Conflict Resolution Center, etc.).

Additional collaborations include:

- Institute on Aging case managers support clients' care plans
- SamTrans provides Way2Go passes
- Samaritan House's Food Services Program, in partnership with Second Harvest of Silicon Valley, provides nutritious meals
- County SEAL team to expedite application process for SSDI and SSI benefits
- County Mobile Dental Van provides onsite dental services bi-weekly
- Peninsula Works and NovaWorks provide employment assistance, support, and resources
- County Public Health Clinic provides onsite healthcare twice a week
- County Behavioral Health Services provides weekly, onsite mental healthcare
- Project Sentinel provides housing advocacy for unhoused and low-income tenants facing discrimination and rental issues
- HealthRight 360 provides mental health and substance use disorder treatment, as well as individual and group counseling
- The HUD-Veterans Affairs Supportive Housing (HUD-VASH)

You have 7 characters left.

16. Impact: Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

Safe Harbor houses San Mateo County's most vulnerable unhoused population who have multiple barriers to self-reliance, such as fixed income due to age or disability, chronic illness, and low education levels. High area rents and declines in affordable housing severely impact our clients' ability to achieve permanent housing placements. With broad increases in homelessness, shelter demand surged in FY25 to 713 clients, up 66% from FY24, as CES and referral partners rely on Safe Harbor's skilled operations to provide initial services to clients before they transfer to other shelters. While we continue to successfully place clients into alternative housing options, like HIP Housing's Homesharing Program, and successfully help clients attain housing vouchers, fewer landlords countywide are accepting vouchers due to large gaps between fair market & base rents, further reducing affordable housing supply.

In response, Samaritan House actively participates in County efforts to end homelessness, and we continue to advocate for our clients at forums led by housing advocacy groups, agencies & legislators.

Given economic trends that continue to adversely affect our service population, our program would be tremendously affected by any loss or decrease in CDBG or general funds that are an integral part of Safe Harbor's budget. Without these funds, we cannot assure the same level of service we have historically provided to all of the County's unhoused adults seeking our help.

You have 0 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)

b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City				
Redwood City	112	112	112	112
City of San Mateo				
County of San Mateo				
South San Francisco	90	90	90	90
Totals	202	202	202	202

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	Redwood City Population	Redwood City % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	74,402	100%	190	100%
White and not Hispanic	40,656	54.64%	63	33.158
White and Hispanic	23,557	31.66%	51	26.842
Asian	6,715	9.03%	11	5.789
African American	1,916	2.58%	38	20.000
Pacific Islander	663	0.89%	4	2.105
Native American	384	0.52%	1	0.526
Other	1,511	2.03%	22	11.579

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	150	100%
White and not Hispanic	23,760	37.34%	47	31.333
White and Hispanic	21,645	34.02%	45	30.000
Asian	23,293	36.61%	6	4.000
African American	1,625	2.55%	36	24.000
Pacific Islander	1,111	1.75%	5	3.333
Native American	395	0.62%	1	0.667
Other	9,598	15.08%	10	6.667

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

Established in 1974, Samaritan House enhances its accessibility through continuous efforts:

- Disseminating information about its services to local agencies in both English and Spanish;
- Securing coverage in local English and Spanish language newspapers and other media outlets;
- Engaging with local service organizations (i.e., Rotary, Lion's) through speaking opportunities;
- Actively participating in local community celebrations/fairs;
- Extending outreach to agencies beyond the mainstream of "Safety Net Services"; and
- Cultivating cross-referral relationships with bilingual service providers.

You have 878 characters left.

20. Leveraging: Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

Samaritan House's Advancement Department manages a fund development plan and seeks funding sources for all of the agency's programs, including Core Services. The agency raises grant funding from foundations, corporations, and government entities; forges partnerships with businesses and community groups; holds fundraising events; cultivates community donors; and conducts direct mail appeals to support the agency's operations. To effectively work with the most challenging unhoused populations in the County, Safe Harbor leverages its resources and ensures timely and relevant services for its clients through close collaborations with local nonprofits and government agencies.

Moreover, Safe Harbor Shelter receives financial CDBG support from City of Redwood City (\$15,006) and PLHA funds from the County of San Mateo and City of San Mateo (\$170,567). Samaritan House receives general funding from City of Burlingame (\$5,240) and City of South San Francisco (\$19,850), as well as additional support from County of San Mateo BHRS (\$112,949) and County of San Mateo HSA (\$1,412,781). We also receive private support for Safe Harbor from foundations (\$30,594), including Kaiser Permanente and Observe, and individually designated gifts (\$1,625).

Additionally, Samaritan House receives \$80,000 from the County of San Mateo for Safe Harbor Shelter's Housing Location Services program.

You have 102 characters left.

Staff List

List below key staff members who work on this program

How many Key Program Staff do you want to list? 1

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Case Manager	Eric Brown	Provides assessment, case plan development, and referral for unhoused residents, serves as community liaison.	19 years' experience at Samaritan House. GED. Some college, Human Services. Prior experience with shelter programming and services.

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item	Agency Total	Pgm%	Program Total	Redwood City		South San Francisco		Total Jurisdictions	
				%	Requested	%	Requested	Pgm%	Requested

Labor - Lines needed: 2									
Case Manager	\$265,740.00	29.686	\$78,888.52	19.841	\$15,652.17	22.045	\$17,391.30	41.886	\$33,043.47
Other Staff	\$13,699.860.47	9.367	\$1,283,300.68	0.000		0.000		0.000	\$0.00
Taxes/Benefits	\$3,462,839.49	10.546	\$365,193.77	0.000		0.000		0.000	\$0.00
Other Direct Costs - Lines needed: 9									
Supplies	\$2,061,479.79	12.770	\$263,256.67	0.000		0.000		0.000	\$0.00
Occupancy	\$1,083,600.10	3.216	\$34,853.14	0.000		0.000		0.000	\$0.00
Utilities & Communication	\$1,012,432.74	3.082	\$31,207.35	0.000		0.000		0.000	\$0.00
Housekeeping	\$572,409.11	9.733	\$55,710.64	0.000		0.000		0.000	\$0.00
Outside Services & Prof fees	\$2,851,105.71	3.260	\$92,932.65	0.000		0.000		0.000	\$0.00
Temp staffing - Prog aides	\$543,664.90	15.156	\$82,400.00	0.000		0.000		0.000	\$0.00
Client Financial Assistance	\$4,070,959.32	0.000	\$0.00						\$0.00
Transport, fees & taxes	\$517,759.37	3.083	\$15,963.97	0.000		0.000		0.000	\$0.00
In-kind and other fees	\$10,910,009.62	4.180	\$456,033.60	0.000		0.000		0.000	\$0.00
Modified Total Direct Costs (MTDC)	\$41,051,860.62	6.723	\$2,759,740.99	0.567	\$15,652.17	0.630	\$17,391.30	1.197	\$33,043.47
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)			15		15		15		
Indirect costs	\$0.00		\$413,961.15	0.567	\$2,347.83	0.630	\$2,608.70	1.197	\$4,956.53
Direct Costs Not MTDC - Lines needed: 0									
TOTAL	\$41,051,860.62	7.731	\$3,173,702.14	0.567	\$18,000.00	0.630	\$20,000.00	1.197	\$38,000.00
Number of Served					112		90		202
Cost per Individual					\$160.71		\$222.22		\$188.12

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

Funds will be used to cover a portion of the Shelter Case Manager's salary. This position is responsible for developing individualized housing and service plans focused on housing readiness, housing stability, and long-term housing goals that emphasize both securing housing and maintaining stability. The Case Manager also provides referrals to physical and mental health services, substance abuse treatment programs, employment assistance, housing agencies, educational programs, and legal aid services to ensure comprehensive support for clients.

You have 951 characters left.

For the City of Redwood City ONLY, answer the following:

Funding Criteria: Check the most applicable box from the six Consolidated Plan priorities listed below that your program or activity meets and then check the most applicable Option. (Refer to the CDBG & HOME funding criteria in the 2023-2027 Consolidated Plan for a full description of each of the priorities, objectives and programs.)

- 1. **Priority: Creating Inclusive Communities with Affordable Housing:** Creation of affordable housing and preservation of existing affordable housing, including special needs housing. Following the City's 2023-2031 Housing Element, this priority is to maintain and increase the diversity of housing types in all City neighborhoods and preserve/protect its current affordable housing stock.
- 2. **Priority: Supporting Persons Experiencing Homelessness** Making homelessness short, rare and non-reoccurring by supporting the work of emergency shelters and funding other basic needs.
- 3. **Priority: Sustain or Expand Human Services:** Sustain or expand the high level of basic human needs services for extremely low-, very low-, low- and moderate-income persons and households including but not limited to childcare, mental health and substance abuse services.
- 4. **Priority: Improve Public Facilities & Infrastructure:** Improve public and community facilities, including but not limited to increasing accessibility, improving safety, and addressing climate change.
- 5. **Priority: Support Economic Development Opportunities:** Provide support for programs and activities that create and preserve job opportunities, as well as reduce barriers to job opportunities for lower income Redwood City residents.
- 6. **Priority: General Administration, including serving as a Champion of Fair Housing and Improving Coordination** Redwood City supports and promotes a diverse community of unique neighborhoods where all residents are included and valued, no group is privileged above any other group, and all have opportunity to live in neighborhoods of their choosing.

2. Program Outcomes:

a. Please describe the accomplishments of program goals for FY25/26.

Safe Harbor Shelter is a year-round Emergency Shelter that provides housing services for San Mateo County's unhoused population. Safe Harbor's primary purpose is to provide warmth, shelter, nutrition and access to supportive services to unhoused individuals in a compassionate manner to meet their basic needs.

Our outcomes for FY25/26 were as follows:

OUTCOME 1: The shelter was at full capacity 89% of the time.

OUTCOME 2: 52% of Safe Harbor emergency clients moved into permanent, alternative, or supportive housing.

OUTCOME 3: 90% of clients identified as having mental health needs received referrals to mental health services.

OUTCOME 4: 90% of clients identified as having substance abuse issues received referrals to AOD services.

You have 743 characters left.

b. In what ways has your program made a difference in the lives of the people you serve? Please provide at least one concrete example from the people served in FY25/26:

Betty* had built a good life in Redwood City with her cat & dog, working as a personal care provider. At age 39, she felt secure. But the end of summer brought unexpected upheaval: Betty lost her job. With little income and rent looming, she reached out to her local Core Agency for supportive services to navigate the crisis. Though they connected her with essential services, the rent was too high, and she could no longer afford to stay in her apartment.

She reached out and confided in her case manager that she was now unhoused and needed help. By October, Betty was referred to Safe Harbor. The shelter staff welcomed Betty and her pets warmly. Recognizing her deep motivation to find employment and housing, they worked closely with Betty to develop an employment and housing plan that leveraged her professional caregiving skills.

Gaining stability, Betty launched her job search. Soon, an exceptional role emerged: a live-in caregiver position near Daly City. The role offered steady work, low-cost housing, and improved income. The family was thrilled with her experience, and they offered her the job. Within just two weeks of entering Safe Harbor, Betty moved herself and her pets to a new home, transforming what could have been prolonged hardship into triumph. Betty's story illustrates how a client's motivation, when met with flexible, client-centered support can swiftly move someone from homelessness to stable housing quickly.

*Name changed to protect privacy

You have 4 characters left.

For the Cities of South San Francisco and Redwood City ONLY, answer the following:

3. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list: [Instagram](#), [LinkedIn](#), [Facebook](#)
- Other - Please describe:

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

Samaritan House makes every attempt to market its program services in multi-lingual formats by:

- Disseminating information about our services to local agencies in both English and Spanish;
- Cultivating cross-referral relationships with bilingual service providers.

You have 726 characters left.

c. How and where are the materials distributed?

Marketing/advertising materials are generally distributed through City programs, Core Service agencies, and San Mateo County.

You have 875 characters left.

Attachments

Number of uploaded documents is limited to 60 documents per application

(Upload Instructions)

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [Samaritan House Board Resolution NOFA FY27.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [Samaritan House IRS 501c3 Determination Letter.pdf](#)
- 3. By-laws [Samaritan House Bylaws 2021.pdf](#)
- 4. Articles of Incorporation [Samaritan House Articles of Incorporation.pdf](#)
- 5. Board roster, including: [Samaritan House Board List FY26-27.pdf](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term
- 6. Organizational chart for entire organization [Samaritan House Organization Chart 2025-26.pdf](#)
- 7. Financial Documents [Samaritan House FY25 Audit Secured.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [Samaritan House FY25 Single Audit.pdf](#)

- OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)

9. The following are required:

- Current (FY25-26) **Agency** Operating Budget
- Proposed (FY26-27) **Agency** Operating Budget
- Current (FY25-26) **Program** Operating Budget (Redwood City Only)

[Samaritan House Total Agency FY27 Projected Operating Budget.pdf](#)
[Samaritan House Total Agency FY26 Operating Budget 250806 1.pdf](#)
[Samaritan House Safe Harbor FY26 Program Budget.pdf](#)

10. Mission Statement

[Samaritan House Mission Statement 21.pdf](#)

11. Non-discrimination policy for Staff and Clients

[Samaritan House Non-Discrimination Policy 2021.pdf](#)

12. Reasonable Accommodations Policy for Staff and Clients

[Samaritan House Reasonable Accommodations Policy.pdf](#)

13. Conflict of Interest Policy. (If not available, please indicate when you will submit)

[Samaritan House Conflict of Interest Policy.pdf](#)

14. Negotiated Rate Letter.

15. Required Exhibits (San Mateo County Only):

- Exhibit 5: Governing Body Description
- Exhibit 6: Position Bios
- Exhibit 7: Sample Attestation of Financial Compliance

[Samaritan House Governing Body Description FY26-27.pdf](#)
[Samaritan House Letter of Attestation FY26-27.pdf](#)
[Samaritan House Board Recruitment Matrix - 2025-2026.pdf](#)
[Samaritan House Position Bios - FY26-27 Safe Harbor - Cities of RWC SSF.pdf](#)

16. Other -

(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Application Submitted by: Tyler Richendollar Date: 01/14/2026

Reviewed and accepted by City of South San Francisco:

Sign Here:
Accepted status
 Redwood City **No905**
 South San Francisco **No911**

Click above to return application to Draft status, and please enter a reason in the box below

Initially submitted: Jan 14, 2026 - 11:04:59

Upwards Care, Inc.



City:

[Help with this page](#)

Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

[Return to Main Page](#)

Consolidated Community Development Application for FY 2026-27

Redwood City	City of San Mateo	South San Francisco
Status:	Status:	Status: Choose:
		Program/Project Status:
		<input type="checkbox"/> Recommended for Funding Amount:
		<input type="checkbox"/> Subrecipient Budget Revised
		<input type="checkbox"/> Contract Signed

Comments:

[Email Subrecipients](#)

to see comments from:

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. Organization Name: [Upwards Care, Inc.](#)
2. Project Title: [Boost](#)

We are applying for funding from:

- Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
Redwood City	\$96,000.00	2.200	12	52.174	\$8,000.00	\$11,187,119.00
City of San Mateo	\$64,000.00	1.467	8	34.783	\$8,000.00	\$11,187,119.00
South San Francisco	\$24,000.01	0.550	3	13.043	\$8,000.00	\$11,187,119.00
Total	\$184,000.01	4.218	23	100%	\$8,000.00	\$11,187,119.00

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):

- | | |
|--|--|
| <input type="checkbox"/> Abused children | <input type="checkbox"/> Homeless persons |
| <input type="checkbox"/> Victims of domestic violence | <input type="checkbox"/> Illiterate adults |
| <input type="checkbox"/> Elderly persons/seniors (age 62+) | <input type="checkbox"/> Persons living with AIDS |
| <input type="checkbox"/> Severely disabled <u>adults</u> | <input type="checkbox"/> <u>Migrant</u> farm workers |

- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.
- Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

The Boost program supports microenterprise childcare providers and is structured to comply with HUD CDBG requirements by serving at least 51% low- to moderate-income (LMI) participants, though we anticipate that 100% of participants will meet LMI eligibility criteria. Income eligibility is established through an intake application in which participants report household size and annual income, followed by submission of supporting documentation (e.g., W-2s, pay stubs, bank statements, or tax returns). Care Specialists review and verify all documentation to confirm eligibility in accordance with CDBG guidelines. Client-signed certification forms and required backup documentation are maintained on file and available for review at all times.

You have 754 characters left.

3. Project Address: Various in-home microenterprise Family Child Care providers (FCCs) in San Mateo, Redwood City and South San Francisco
City: San Mateo, Redwood City and South San Francisco Zip: Various

4. Provide a one sentence project summary:

Boost equips LMI microenterprise in-home childcare providers with personalized coaching & digital tools to optimize operations, enabling them to efficiently manage & grow their business, create local Teaching Assistant jobs, and improve both access and quality of care for families.

Organization Address: (mailing) 1274 Owosso Avenue City: Hermosa Beach Zip: 90254
Website: https://upwards.com/provide-care/boost
Organization Phone: (310) 710-2833

Type of Applicant: For Profit

5. Contact Person/Project Admin: Name: Melanie Faure Title: Community Impact Manager Telephone: 213-400-3438
Contact Email: melanie@upwards.com Fax: no fax

6. Name of Agency Director: Jessa Santangelo

7. Fiscal Officer: Name: Karan Malhotra Email: karan@upwards.com Telephone: (310) 710-2833
Fiscal Officer Address: (works remotely) City: San Francisco Zip: 94102

8. Authorized Signatory: Name: Melanie Faure Email: melanie@upwards.com Telephone: 213-400-3438
Authorized Signatory Address: 255 Circle Way City: Boulder Creek Zip: 95006

9. Please provide days and hours of regularly scheduled operation:

Boost Team: Monday-Friday, 9-6p with 24/7 support available from our Provider and Family Care Specialists

10. SAM/UEI Number: HRLHQGMG4T5 (Get a UEI #) **Federal EIN/TIN Number:** 82-2418770

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

The Boost Program supports home-based childcare providers in building sustainable businesses that increase access to high-quality care for families. Boost delivers a practical, results-driven model that combines personalized coaching, technology, and structured business training to help providers stabilize income, improve operations, and expand services.

1. Providers receive 1-on-1 support from experienced Care Specialists to create a Business Action Plan, custom marketing materials, strengthen financial management, navigate licensing, develop pricing and enrollment strategies; recruit, vet and hire teaching assistants.
2. Upwards' Childcare Management System (CMS) streamlines enrollment, billing, attendance, parent communication, and curriculum planning. Graduates retain free access to the CMS beyond the year.
3. Boost curriculum focuses on budgeting, marketing, staff management, parent engagement, and long-term business planning. All training is designed for immediate, real-world application.

Projected Outcomes: 100% of providers develop a business action plan; 30% increase revenue by at least 20%; 80% retain jobs; 30% create teaching assistant positions; 30% expand childcare slots; and 75% of families report satisfaction.

Redwood City (\$96,000) supports 12 FCCs, creates 4 teaching assistant jobs, helps 168 families; San Mateo (\$64,000) supports 8 FCCs, creates 3 jobs, helps 112 families; South San Francisco (\$24,000) supports 3 FCCs, cre

You have 0 characters left.

12A. Assessment of Need - Redwood City: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Redwood City faces a significant shortage of licensed child care. While there are 4,426 children under six years old, only 1,128 licensed childcare slots are available citywide, limiting many families' ability—particularly mothers and single parents—to fully participate in the workforce. This estimate is conservative, as childcare providers also serve children up to age 13 through before- and after-school care. Limited access to child care constrains workforce participation, places financial strain on families, and reduces early learning opportunities for children, while communities experience reduced economic growth.

Childcare providers in Redwood City earn an average of \$18.37 per hour, significantly less than elementary educators. Low wages contribute to financial hardship and emotional distress. Recent transitional kindergarten (TK) shifts have further intensified pressures on local providers. As of March 2025, 66% of providers reported difficulty affording basic needs, 53% struggled to afford food, and 40% faced housing insecurity; 83% reported stress, anxiety, depression (RAPID, 2025).

Boost prioritizes providers through a High-Risk/High-Need Assessment that considers income, housing stability, and community-level indicators. The program meets HUD CDBG requirements by serving at least 51% low- to moderate-income (LMI) participants; based on prior cohorts, Boost anticipates that 100% of participants will qualify as LMI.

You have 34 characters left.

12B. Assessment of Need - City of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

The first two years of Boost in San Mateo have been a big success! In the inaugural year, the Boost team offered personalized 1:1 business support to 8 in-home family child care providers—3 more than expected. Three of those providers hired teaching assistants, creating 2 full-time and 3 part-time jobs. 80% have increased their capacity, which increases income for providers and expands access to affordable, quality care for working families. Boost also helped over 200 families find care that fits their unique needs.

But there is still more work to be done. Boost supported 13 of the City's approximately 100 providers, leaving dozens of providers still in urgent need of support. Recent transitional kindergarten (TK) shifts have further intensified pressures on local providers. Meanwhile 40% of children under age six lack access to licensed care in San Mateo. There are 6,200 children under six years old, but only 2,556 licensed childcare slots available citywide. With continued support, Boost can bolster 8 more San Mateo providers, create at least 3 new local jobs, and expand access to care for hundreds more families.

With every year, the Boost program evolves to meet the growing needs of family childcare providers. The primary enhancement this upcoming program year is the addition of a Learning Management System, which will streamline curriculum delivery while preserving the Boost program's core 1:1 mentorship model.

You have 47 characters left.

12C. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

South San Francisco faces a significant shortage of licensed child care. While there are 2,766 children under six years old, only 2,028 licensed childcare slots are available citywide, limiting many families' ability to fully participate in the workforce. This estimate is conservative, as childcare providers also serve children up to age 13 through before- and after-school care. Limited access to child care constrains workforce participation, places financial strain on families, and reduces early learning opportunities for children, while communities experience reduced economic growth.

Childcare providers in Redwood City earn an average of \$18.35 per hour, significantly less than elementary educators. Low wages contribute to financial hardship and emotional distress. Recent transitional kindergarten (TK) shifts have further intensified pressures on local providers. As of March 2025, 66% of providers reported difficulty affording basic needs, 53% struggled to afford food, and 40% faced housing insecurity; 83% reported stress, anxiety, depression (RAPID, 2025).

Boost prioritizes providers through a High-Risk/High-Need Assessment that considers income, housing stability, and community-level indicators. The program meets HUD CDBG requirements by serving at least 51% low- to moderate-income (LMI) participants; based on prior cohorts, Boost anticipates that 100% of participants will qualify as LMI.

You have 67 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

Months 1-3 – Public Outreach and Marketing: Launch targeted outreach to Family Child Care (FCC) providers and low- to moderate-income (LMI) families to ensure equitable access.

Months 1-3 – Application Intake and Eligibility Verification: Accept and process provider applications. Collect and document household income, size, and demographic information, and verify eligibility based on microenterprise status and income guidelines.

Month 2 – Provider Coaching Assignments: Match participating FCC providers with a dedicated Care Coach who delivers individualized business support, training, and technical assistance throughout the program.

Month 2 – Pre-Program Assessments: Conduct baseline assessments to identify provider strengths, challenges, and growth areas, establishing benchmarks for progress measurement.

Month 2-Ongoing – Provider Onboarding: Train providers on Upwards' Child Care Management Software to streamline operations, manage enrollment, and track finances.

Ongoing – Business Support and Capacity Building: Provide continuous support, including technology assistance, enrollment optimization, and guidance on licensing expansion and staff hiring.

Ongoing – Marketing to LMI Families: Maintain outreach to promote consistent enrollment, business stability, and increased provider revenue.

Quarterly; Month 12 – Evaluation and Reporting: Collect quarterly feedback from providers and families to assess outcomes and satisfaction, and complete a final evaluation.

You have 0 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

Boost measures success through data tracking, provider progress monitoring, and direct feedback from providers and families. Pre- and post-program surveys assess changes in income, job stability, and childcare availability, while ongoing data review allows for continuous program improvement and accountability. Key metrics include the number of providers served; jobs created and retained; new childcare slots opened; provider revenue growth; training completion; use of coaching and technical assistance; family tours and enrollments; administrative time saved; family engagement levels; and business action plans developed. Anonymous provider and family feedback is collected regularly to assess satisfaction and identify opportunities for improvement. Boost is designed to deliver measurable, lasting outcomes. By the end of the program year, we expect 100% of providers to complete a business action plan and receive tailored marketing support; 30% to increase revenue by at least 20%; 80% to retain jobs; 30% to create new teaching assistant positions; 30% to expand childcare slots; and 75% of families to report satisfaction with care received. Boost's first two years in San Mateo demonstrate strong results. In the inaugural year, Boost supported 8 in-home family childcare providers—exceeding targets. Three providers hired 2 full-time and 3 part-time Teaching Assistants. 80% increased capacity, expanding access to affordable, high-quality care. Over 200 families were matched with care.

You have 0 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

Upwards recognizes that strong partnerships are essential to expanding childcare access and supporting providers. We collaborate with government agencies, educational institutions, and community organizations (Build the Future, First Five, and SEIU) to share expertise, fill service gaps, and strengthen the local childcare system. Rather than duplicating services, Upwards complements existing initiatives through needs assessments, close coordination with local providers, and ongoing communication that supports efficient resource-sharing. Our partnerships extend to homeless service organizations, domestic violence centers, and childcare resource agencies, integrating childcare into broader support systems so families facing economic hardship can remain employed and financially stable. Boost further expands childcare options by supporting extended hours, backup care, and flexible scheduling for families with non-traditional work hours. We administer over \$2M in Subsidy annually through California's CCDBG program, generating \$6.1M in local economic value, keeping costs 36% below the state's administrative cap; helping 87% of families maintain employment or education. Through community outreach local media, United Way, and our digital tools, Upwards helps families more easily find and secure affordable, high-quality childcare in San Mateo County.

You have 138 characters left.

16. Impact: Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

In San Mateo, we would be able to expand the Boost program to enroll a new cohort of FCCs. If we receive less CDBG funding than the amount requested, we will adjust the number of providers served while maintaining program quality. The Boost Program is designed to be flexible and can be scaled up or down based on available funding. This ensures that we can continue to provide support to childcare providers and families, even with reduced funding. Our approach includes prioritizing essential services and reallocating resources to maximize impact within the constraints of the available budget. If we do not receive any CDBG funding, we will not be able to support Boost in the respective municipalities.

You have 793 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)

b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.	b. All beneficiaries to be served per grant jurisdiction application regardless of income
--------------	---	---

	Persons	Households	Persons	Households
Daly City	6		6	
Redwood City	12		12	
City of San Mateo	8		8	
County of San Mateo	0		0	
South San Francisco	3		3	
Totals	29	0	29	0

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other **Women-owned businesses**

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	Redwood City Population	Redwood City % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	74,402	100%	100	100%
White and not Hispanic	40,656	54.64%	25	25.000
White and Hispanic	23,557	31.66%	37	37.000
Asian	6,715	9.03%	25	25.000
African American	1,916	2.58%		0.000
Pacific Islander	663	0.89%		0.000
Native American	384	0.52%		0.000
Other	1,511	2.03%	13	13.000

Race & Ethnicity	City of San Mateo Population	City of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	97,207	100%	100	100%
White and not Hispanic	56,183	57.80%	25	25.000
White and Hispanic	25,857	26.60%	37	37.000
Asian	18,372	18.90%	25	25.000
African American	2,041	2.10%		0.000
Pacific Islander	2,332	2.40%		0.000
Native American	486	0.50%		0.000
Other	5,541	5.70%	13	13.000

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	100	100%
White and not Hispanic	23,760	37.34%	25	25.000
White and Hispanic	21,645	34.02%	37	37.000
Asian	23,293	36.61%	25	25.000
African American	1,625	2.55%		0.000
Pacific Islander	1,111	1.75%		0.000
Native American	395	0.62%		0.000
Other	9,598	15.08%	13	13.000

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

Upwards partners with diverse providers, offering translated materials and culturally relevant curricula. Bilingual staff and local leaders help ensure language accessibility. We track engagement data to adjust our outreach, aiming for proportional participation reflective of the community's diversity. Boost prioritizes providers through a High-Risk/High-Need Assessment that considers income, housing stability, and community-level indicators.

You have 1054 characters left.

20. Leveraging: Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

The total cost to support each child care microenterprise for a full year is about \$10,000. We request \$8,000 per microenterprise, and any additional funding needed to reach program goals will be covered by Upwards' in-kind matching.

CDBG funding supports staff involved in administering, coordinating, and delivering Boost, including the Program Director, Provider Care Specialists, Family Care Specialists, Enrollment Specialist, Finance Specialist, Product & Technical Support, and Communications & Community Engagement Specialist, all backed by Upwards' Tech, Marketing, and Finance teams. Staff time is tracked with time-tracking software for accurate invoicing.

Upwards covers all non-personnel costs (22% of program costs), including training materials (and translations), equipment, provider and family marketing, payments, technology, and office supplies. We also provide a Teacher Assistant Subsidy to help eligible providers cover part of a teaching assistant's salary. Upwards' significant in-kind contributions and operational support reflect our commitment to the program's success.

You have 390 characters left.

Staff List

List below key staff members who work on **this program**

How many Key Program Staff do you want to list? **10**

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Program Director	Judy Ahumada	Oversees implementation, strategy, and overall success of the Boost Program. Manages staffing, budgeting, and compliance.	10 years relevant experience, strong track record of managing CDBG-funded Boost programs
Program Manager	Starlynn Perez	Provides direct coaching and technical assistance to Boost participants. Has lived experience of running a successful daycare.	18+ years of experience in the childcare industry, including running her own successful daycare
Care Specialist	Alex Estrada	Provides direct coaching and technical assistance to Boost participants. Native Spanish speaker.	15 years, Master's degree in Child Development, worked with Head Start
Enrollment Specialist	Kay Oliva	Manages the intake and tracking of participants, ensuring a seamless process for eligibility verification and matching providers with appropriate support services.	5 years experience, verified eligibility and enrolled hundreds of FCCs
Finance Specialist	Karan Malhotra	Ensures the fiscal integrity of our operations and oversees efficient reimbursement processes.	10 years of experience in accounting
Billing Specialist	Dylan Melnick	Submits Quarterly Invoices. Ensures the fiscal integrity of our operations and oversees efficient reimbursement processes.	5 years of experience in billing at Upwards
Product and Technical Support	Kevin Pedronan	Oversees the implementation of Upwards' Childcare Management Software and other digital tools. Provides training and troubleshooting support.	8 years of experience as a software developer and product lead.
Communication and Marketing Specialist	Nikki Nilan	Responsible for provider recruitment and family engagement. Develops outreach strategies and builds partnerships with local organizations	5 years of experience in marketing
Community Impact Manager	Melanie Faure	Liaison with City/County staff, builds partnerships with local organizations	2 years of experience in CDBG, 20 years in community outreach
Family Specialist	Lixy Cortes	Supports families/providers through enrollment, manage data, coordinate care, and support provider connections	2.5 years of experience as Upwards' Family Specialist

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item	Agency Total	Pgm%	Program Total	Redwood City		City of San Mateo		South San Francisco		Total Jurisdictions	
				%	Requested	%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed: 2											
Salary - Boost Team	\$9,200,000.00	31.033	\$2,855,000.00	2.535	\$72,384.00	1.690	\$48,256.00	0.634	\$18,096.00	4.859	\$138,736.00
Fringe - Boost Team	\$1,420,729.00	26.204	\$372,292.00	2.980	\$11,094.26	1.987	\$7,396.17	0.745	\$2,773.57	5.712	\$21,264.00
Taxes/Benefits											\$0.00
Other Direct Costs - Lines needed: 1											
Training Materials (and translations), Equipment, Marketing for Providers, Marketing for Families, Cost of Payments, Technology Costs and Office Supplies	\$566,390.00	100.000	\$566,390.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Modified Total Direct Costs (MTDC)	\$11,187,119.00	33.911	\$3,793,682.00	2.200	\$83,478.26	1.467	\$55,652.17	0.550	\$20,869.57	4.218	\$160,000.00
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in			15	15		15		15.00000%			

the "other" section of the application upload space and modify the percentage accordingly.)											
Indirect costs	\$0.00		\$569,052.30	2.200	\$12,521.74	1.467	\$8,347.83	0.550	\$3,130.44	4.218	\$24,000.01
Direct Costs Not MTDC - Lines needed: 0											
TOTAL	\$11,187,119.00	38.998	\$4,362,734.30	2.200	\$96,000.00	1.467	\$64,000.00	0.550	\$24,000.01	4.218	\$184,000.01
Number of Served					12		8		3		23
Cost per Individual					\$8,000.00		\$8,000.00		\$8,000.00		\$8,000.00

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

The total annual cost to support each child care microenterprise is approximately \$10,000. Upwards requests \$8,000 per provider and will cover any additional costs through in-kind matching support to ensure program goals are met. CDBG funds will support staff compensation for the administration, coordination, and delivery of the Boost program. Funded roles include the Program Director, Provider Care Specialists, Family Care Specialists, Enrollment Specialist, Finance Specialist, Product and Technical Support, and Communications, Education, and Community Engagement Specialist. These staff are supported by Upwards' broader Tech, Marketing, and Finance teams and are essential to curriculum development, workshops, and ongoing provider and family support. Staff time is tracked through timekeeping software to ensure accurate invoicing, and all costs are allowable under HUD's Playing by the Rules Handbook. Prioritizing personnel costs reflects our commitment to skilled staffing to achieve program outcomes. Upwards will cover all non-personnel costs, including training materials and translations, equipment, provider and family marketing, payment processing, technology, and office supplies. Upwards also offers a Teacher Assistant Subsidy to eligible providers to offset a portion of assistant wages. Boost is provided at no cost to participating providers or families. The program is scalable and not dependent on full funding; partial awards can support providers at a rate of \$800

You have 0 characters left.

For the City of Redwood City ONLY, answer the following:

Funding Criteria: Check the most applicable box from the six Consolidated Plan priorities listed below that your program or activity meets and then check the most applicable Option. (Refer to the CDBG & HOME funding criteria in the 2023-2027 Consolidated Plan for a full description of each of the priorities, objectives and programs.)

- 1. Priority: Creating Inclusive Communities with Affordable Housing:** Creation of affordable housing and preservation of existing affordable housing, including special needs housing. Following the City's 2023-2031 Housing Element, this priority is to maintain and increase the diversity of housing types in all City neighborhoods and preserve/protect its current affordable housing stock.
- 2. Priority: Supporting Persons Experiencing Homelessness** Making homelessness short, rare and non-reoccurring by supporting the work of emergency shelters and funding other basic needs.
- 3. Priority: Sustain or Expand Human Services:** Sustain or expand the high level of basic human needs services for extremely low-, very low-, low- and moderate-income persons and households including but not limited to childcare, mental health and substance abuse services.
- 4. Priority: Improve Public Facilities & Infrastructure:** Improve public and community facilities, including but not limited to increasing accessibility, improving safety, and addressing climate change.
- 5. Priority: Support Economic Development Opportunities:** Provide support for programs and activities that create and preserve job opportunities, as well as reduce barriers to job opportunities for lower income Redwood City residents.
- 6. Priority: General Administration, including serving as a Champion of Fair Housing and Improving Coordination** Redwood City supports and promotes a diverse community of unique neighborhoods where all residents are included and valued, no group is privileged above any other group, and all have opportunity to live in neighborhoods of their choosing.

2. Program Outcomes:

a. Please describe the accomplishments of program goals for FY25/26.

The first two years of Boost in San Mateo have been a big success! In the inaugural year, the Boost team offered personalized 1:1 business support to 8 in-home family child care providers—3 more than expected. Three of those providers hired teaching assistants, creating 2 full-time and 3 part-time jobs. 80% have increased their capacity, which increases income for providers and expands access to affordable, quality care for working families. Boost also helped over 200 families find care that fits their unique needs. In year 2, Boost is supporting 5 FCCs, has already created 1 full time Teaching Assistant position and is on track to create a second Teaching Assistant position by the end of Q3.

You have 799 characters left.

b. In what ways has your program made a difference in the lives of the people you serve? Please provide at least one concrete example from the people served in FY25/26:

Boost has made a meaningful difference in the daily operations and long-term sustainability of the family child care providers we serve by offering hands-on coaching, administrative assistance, and practical business tools. Hayley Village of It Takes a Village shared that Starlynn supported her by providing curriculum resources, checking in on enrollment openings, and assisting with marketing materials. This support enabled her to expand capacity while maintaining high-quality care. Hayley emphasized that the right support allows her to serve more children while better supporting her staff. Daisy Guzman of Love & Care Childcare reported that the consistent, responsive support she received made a big difference, helping her feel confident and well-supported in managing her program. Several providers cited concrete administrative and compliance assistance. Marisela Reyes of Angels JJ Daycare credited Boost with helping her secure new daycare insurance, a critical requirement for continued operation. Marleny Paima of Growing With Love Childcare and Teresa Castro of Castro's Daycare highlighted prompt responses and hands-on support with curriculum programming. Amelia Lopez of Amelia Family Daycare expressed deep gratitude for the kindness, reliability, and consistent support she received, strongly recommending Boost for its tangible impact. These examples demonstrate how Boost's individualized support improves provider stability, program quality, and capacity to serve family

You have 0 characters left.

For the Cities of South San Francisco and Redwood City ONLY, answer the following:

3. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's

- Social Media - Please list: [Instagram, Facebook, LinkedIn](#)
- Other - Please describe: [local organizations](#)

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

All of the above are available in multiple languages— always in English/Spanish as well as the most prominent languages of FCCs in the County (Tagalog, Cantonese and Mandarin.)

You have **824** characters left.

c. How and where are the materials distributed?

Outreach and marketing initiatives will include a targeted campaign to reach existing and potential Family Child Care (FCC) providers and low- to moderate-income (LMI) families.

Efforts will focus on ensuring all eligible participants have an equal opportunity to apply. Specific activities include:

- Digital advertising and social media campaigns to increase awareness of the program.
- Partnerships with community organizations (CCR&Rs, SEIU) to extend outreach efforts.
- Direct engagement with families and providers through events, workshops, and informational sessions.
- Ongoing marketing to attract new families in need of childcare and maintain consistent enrollment for home daycare providers.

These initiatives are designed to maximize program visibility and ensure participation from the target audience.

You have **160** characters left.

Attachments

Number of uploaded documents is limited to 60 documents per application

(Upload Instructions)

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [Updated Board Resolution.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [Certification of Authorized Signatory 2026-2027.pdf](#)
- 3. By-laws [IRS_501c3_Letter.pdf](#)
- 4. Articles of Incorporation [Upwards_Bylaws.pdf](#)
- 5. Board roster, including: [Upwards_Articles_of_Incorporation.pdf](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term[Upwards_Board_of_Directors.pdf](#)
- 6. Organizational chart for entire organization [Upwards_OrgChart-updated.pdf](#)
- 7. Financial Documents [FY_2024_Upwards_Care_Inc_123124_-_FS_Issued.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [FY2024_Upwards_Care_Inc_123124_CDSS_-_Issued.pdf](#)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)
- 9. The following are required: [Upwards_Operating_Budget_24-26_4.xlsx](#)
 - Current (FY25-26) **Agency** Operating Budget
 - Proposed (FY26-27) **Agency** Operating Budget
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)[Redwood_City_Boost_Budget.pdf](#)
- 10. Mission Statement [Upwards_Mission_Vision_and_Values.pdf](#)
- 11. Non-discrimination policy for Staff and Clients [Upwards_Employee_Handbook-NonDiscrimination.pdf](#)
- 12. Reasonable Accommodations Policy for Staff and Clients [Client_Grievance_and_Termination_Policy.pdf](#)
- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit) [Reasonable_Accommodations_Equal_Opportunity.pdf](#)
- 14. Negotiated Rate Letter. [Upwards_Conflict_of_Interest_Policy.pdf](#)
- 15. Required Exhibits (San Mateo County Only): [San_Mateo_County_Not_Applicable.pdf](#)
 - Exhibit 5: Governing Body Description
 - Exhibit 6: Position Bios
 - Exhibit 7: Sample Attestation of Financial Compliance
- 16. Other - [Testimonials, Letter of Support](#) [Upwards_recommendation_letter_11.7.2024_signed.pdf](#)

(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Application Submitted by: Melanie Faure Date: 01/12/2026

Click above to return application to Draft status, and please enter a reason in the box below

Reviewed and accepted by City of South San Francisco:

Sign Here:

Accepted status

Redwood City **No905**

City of San Mateo **No907**

South San Francisco **No911**

Initially submitted: Jan 12, 2026 - 13:27:04

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Rebuilding Together
Peninsula
- National Rebuilding
Day



City:

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Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

[Return to Main Page](#)

Consolidated Community Development Application for FY 2026-27

Redwood City	City of San Mateo	County of San Mateo	South San Francisco
Status:	Status:	Status:	Status: Choose: Program/Project Status: <input type="checkbox"/> Recommended for Funding Amount: <input type="checkbox"/> Subrecipient Budget Revised <input type="checkbox"/> Contract Signed

Comments:

[Email Subrecipients](#)

to see comments from:

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. Organization Name: **Rebuilding Together Peninsula**
2. Project Title: **National Rebuilding Day (NRD) - Home Rehab Program (2026-27)**

We are applying for funding from:

- Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
Redwood City	\$45,385.00	4.762	6	14.286	\$7,564.17	\$3,739,770.10
City of San Mateo	\$75,000.00	7.869	12	28.571	\$6,250.00	\$3,739,770.10
County of San Mateo	\$118,514.00	12.435	16	38.095	\$7,407.13	\$3,739,770.10
South San Francisco	\$35,000.00	3.672	8	19.048	\$4,375.00	\$3,739,770.10
Total	\$273,899.00	28.738	42	100%	\$6,521.40	\$3,739,770.10

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

- Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):
 - Abused children
 - Homeless persons
 - Victims of domestic violence
 - Illiterate adults
 - Elderly persons/seniors (age 62+)
 - Persons living with AIDS
 - Severely disabled adults
 - Migrant farm workers
- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.

Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

100% of RTP's Safe at Home minor home repair program participants are at or below 80% AMI (Area Median Income). RTP follows the 2 CFR Part 5 Definition for an income calculation. The eligibility screening, or the income calculation is included in every client file. All income calculations are signed by the household seeking assistance through the minor home repair program as well as by the appropriate RTP staff member.

Applicants are required to provide proof of gross monthly income for all individuals 18 and over living in the home, including renters. Income documentation must not be older than 12 months of date of the provision of the services. We ask each adult to submit as many of the following documents as applicable: government benefit statements (e.g. TANF, SSI, SS); two months of most recent paystubs; most recent w-2; most recent tax return (no more than 12 months old); most recent statements from any asset accounts, bank, retirement, etc. (2 months' worth); copy of any regular payments received, such as alimony (2 months' worth); reports for any net income for self-employment, including gig economy work such as Etsy, Uber, etc.; unemployment compensation; letters from relatives or friends who do not reside in the unit and who provide regular and recurring gifts of support; and/or workers compensation or disability pay. The supporting homeowner eligibility documents are kept in project files and maintained according to the County's retention policy.

You have 6 characters left.

3. Project Address: 841 Kaynyne Street City: Redwood City Zip: 94063

4. Provide a one sentence project summary:

National Rebuilding Day (NRD) - Home Rehabilitation program is a volunteer-driven home repair program (held in October and April annually) that brings together 1,000 volunteers on behalf of dozens of low-income homeowners, ensuring that every neighbor we serve has one of the most critical of human needs met -- a safe and healthy home.

Organization Address: 841 Kaynyne Street City: Redwood City Zip: 94063
Organization Phone: 650-366-6597 Website: www.RTPeninsula.org

Type of Applicant: Non-Profit

5. Contact Person/Project Admin: Name: Greg Bernard Title: Program Manager Telephone: 650-366-6597
Contact Email: dominique@rebuildingtogetherpeninsula.org, development@rebuildingtogetherpeninsula.org, greg@rebuildingtogetherpeninsula.org, karla@rebuildingtogetherpeninsula.org Fax:

6. Name of Agency Director: Melissa Lukin

7. Fiscal Officer: Name: Hani Burni Email: hani@rebuildingtogetherpeninsula.org, development@rebuildingtogetherpeninsula.org, invoice@rebuildingtogetherpeninsula.org Telephone: 650-366-6597
Fiscal Officer Address: 841 Kaynyne Street City: Redwood City Zip: 94063

8. Authorized Signatory: Name: Melissa Lukin Email: melissa@rebuildingtogetherpeninsula.org Telephone: 650-366-6597
Authorized Signatory Address: 841 Kaynyne Street City: Redwood City Zip: 94063

9. Please provide days and hours of regularly scheduled operation:

Monday to Friday, 8am to 5pm. Closed for lunch from 12pm to 1pm.

10. SAM/UEI Number: XPNNC8ZW5AX6 (Get a UEI #) **Federal EIN/TIN Number:** 94-3106209

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

RTP's National Rebuilding Day (NRD) - Home Rehabilitation Program leverages the support of volunteers, sponsors, and in-kind donations to deliver critical repairs to low-income homeowners, many of whom are elderly and/or disabled, who lack the financial means to address the repair issues plaguing their health and safety.

Activities:

1. Homeowner completes application.
 2. RTP reviews the application, verifies eligibility (e.g. location, property taxes paid, income, conflict of interest).
 3. RTP previews the home to develop a scope of work, focusing on the principles of healthy housing.
 4. For rehab projects, RTP conducts a Radon test.
 5. RTP submits documentation (Application, Proof of Income, Income Calculation, Scope of Work and Estimates, signed forms, Radon Test results, Wetlands map) to the jurisdiction for review.
 6. Jurisdiction conducts the Environmental Review.
 7. Jurisdiction provides RTP "notice to proceed."
 8. Homeowner is paired with a volunteer Construction Captain who prepares the home for the work to be done on NRD.
 9. Repairs are completed by a team of volunteers on NRD, in either October or April.
 10. Homeowner signs off on the completion of the work and RTP conducts final inspection.
 11. RTP submits reimbursement request to the jurisdiction.
- (Abbreviated from page 23 of the Minor Home Repair Guidelines)

of homes to be served by jurisdiction:

RWC: 3
City of San Mateo: 6
SSF: 4
County: 8

You have 5 characters left.

12A. Assessment of Need - Redwood City: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

NEED:

Redwood City (RWC) needs a free home repair program for its low-income neighbors. Since RWC has limited affordable housing (median home price = \$1.8M, per Zillow) it, like many cities on the peninsula, would benefit from preserving its current affordable housing stock. Given that the San Francisco Bay Area has the second highest construction costs in the world (International Construction Market Survey, 2024) and the county's aging homes make even minor repairs complex and expensive, many of the city's low-income homeowners simply can't afford to keep their homes in good repair. Combine this with the fact that 75% of seniors desire to age-in-place (AARP, 2024) and that falls are the leading cause of injury for older adults (CDC 2024), San Mateo County's elderly, disabled and low-income homeowners need access to free home repairs and safety modifications.

GEOGRAPHY:

We serve all of San Mateo County, and we prioritize homes in RWC. Since 2009, RTP has provided 392 low-income homeowners in RWC with no-cost repairs.

POPULATION:

SAH provides repairs to low-income homeowners, focusing on homes with seniors, people with disabilities, veterans, and families with children.

SIMILAR PROGRAMS:

RTP is the leading minor home repair program in RWC. The Center for Independence of the Disabled provides modifications for disabled persons only. Grid Alternatives and EI Concilio provide energy efficiency related repairs only.

You have 28 characters left.

12B. Assessment of Need - City of San Mateo: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

NEED:

The City of San Mateo needs a no-cost home repair program for its low-income neighbors. Since the County has limited affordable housing (median home price = \$1.6M, per Zillow) it, like many cities on the peninsula, would benefit from preserving its current affordable housing stock. Given that the San Francisco Bay Area has the second highest construction costs in the world (International Construction Market Survey, 2024) and the county's aging homes make even minor repairs complex and expensive, many of the city's low-income homeowners simply can't afford to keep their homes in good repair. Combine this with the fact that 75% of seniors desire to age-in-place (AARP, 2024) and that falls are the leading cause of injury for older adults (CDC 2024), San Mateo County's elderly, disabled and low-income homeowners need access to no-cost home repairs and safety modifications.

GEOGRAPHY:

We serve all of San Mateo County and prioritize homes in the City of San Mateo. Since 2009, RTP has provided 234 low-income homeowners in the City of San Mateo with free repairs.

POPULATION:

SAH provides repairs to low-income homeowners, focusing on homes with seniors, people with disabilities, veterans, and families with children.

SIMILAR PROGRAMS:

RTP is the leading minor home repair program in San Mateo. The Center for Independence of the Disabled provides modifications for disabled persons only. Grid Alternatives and EI Concilio provide energy repairs.

You have 2 characters left.

12C. Assessment of Need - County of San Mateo: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

NEED:

The County of San Mateo needs a no-cost home repair program for its low-income neighbors. Since the County has limited affordable housing (median home price = \$1.5M, per Zillow) it, like many cities on the peninsula, would benefit from preserving its current affordable housing stock. Given that the San Francisco Bay Area has the second highest construction costs in the world (International Construction Market Survey, 2024) and the county's aging homes make even minor repairs complex and expensive, many of the city's low-income homeowners simply can't afford to keep their homes in good repair. Combine this with the fact that 75% of seniors desire to age-in-place (AARP, 2024) and that falls are the leading cause of injury for older adults (CDC 2024), San Mateo County's elderly, disabled and low-income homeowners need access to no-cost home repairs and safety modifications.

GEOGRAPHY:

We serve all of San Mateo County. Since 2009, RTP has provided 2,033 County homeowners with free repairs.

POPULATION:

SAH provides repairs to low-income homeowners, focusing on homes with seniors, people with disabilities, veterans, and families with children.

SIMILAR PROGRAMS:

RTP is the leading minor home repair program in the County. The Center for Independence of the Disabled provides modifications for disabled persons only. Grid Alternatives and EI Concilio provide energy efficiency related repairs only. Senior Coastside serves the coast.

You have 11 characters left.

12D. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

NEED:

South San Francisco (SSF) needs a no-cost home repair program for its low-income neighbors. Since SSF has limited affordable housing (median home price = \$1.2M, per Zillow) it, like many cities on the peninsula, would benefit from preserving its current affordable housing stock. Given that the San Francisco Bay Area has the second highest construction costs in the world (International Construction Market Survey, 2024) and the county's aging homes make even minor repairs complex and expensive, many of the city's low-income homeowners simply can't afford to keep their homes in good repair. Combine this with the fact that 75% of seniors desire to age-in-place (AARP, 2024) and that falls are the leading cause of injury for older adults (CDC 2024), San Mateo County's elderly, disabled and low-income homeowners need access to no-cost home repairs and safety modifications.

GEOGRAPHY:

We serve all of San Mateo County and we prioritize SSF. Since 2009, RTP has provided 286 low-income SSF homeowners with no-cost repairs.

POPULATION:

SAH provides repairs to low-income homeowners, focusing on homes with seniors, people with disabilities, veterans, and families with children.

SIMILAR PROGRAMS:

RTP is the leading minor home repair program in SSF. The Center for Independence of the Disabled provides modifications for disabled persons only. Grid Alternatives and EI Concilio provide energy efficiency related repairs only.

You have 28 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

NRD 2026 to 2027 Timeline

FALL 2026 - Fall Rebuilding Day

July 2026:

- CDBG contracts awarded
- Homeowner applications processed, client eligibility determined

Aug 2026:

- Site visits of homes, scopes of work created
- Documentation sent to jurisdictions for approval

Sept 2026:

- "Notice to proceed" from jurisdictions received
- Captains' Kickoff Meeting
- Repair sites paired with volunteer groups
- Project planning, materials and supplies purchased

Oct 2026:

- NRD teams of volunteers repair about 10 sites.

Nov to Dec 2026:

- Complete any final repairs at NRD sites
- Submit documentation for reimbursement

SPRING 2027 - National Rebuilding Day

Nov 2026 to Jan 2027:

- Homeowner applications processed, client eligibility determined
- Site visits of homes, scopes of work created
- Documentation sent to jurisdictions for approval

Feb 2027:

- "Notice to proceed" from jurisdictions received.
- Captains' Kickoff Meeting
- Repair sites paired with volunteer groups

Mar 2027:

- Project planning, materials and supplies purchased

April 2027:

- NRD teams of volunteers repair about 20 sites

May 2027:

- Complete any final repairs at NRD sites

June 2027:

- Submit documentation for reimbursement

You have 122 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

In order to measure success, RTP tracks the number of projects completed relative to our deliverables by jurisdiction. We also conduct homeowner surveys to measure satisfaction with the work, as well as the impact of the repairs on homeowners' health and safety.

Our 25-26 contracts with the City of San Mateo and Redwood City have yet to be signed. SSF is being signed now. The County contract was executed in October 2025. We hope a two year contract will reduce contract execution delays and allow RTP to provide more seamless services to waiting homeowners.

Because two 24/25 contracts were extended to 12/31/25, below is an overview of progress for 2024-25 and 2025-26

24-25:

County goal = 8 homes. Executed 1/30/25, 7 months into the contract year, and not extended. 9 homes completed.
SSF goal = 3 homes. Executed 12/3/24 and extended to 12/31/25. 2 homes completed.
RWC goal = 3 homes. Executed 12/17/24 and extended to 12/31/25. 2 homes were completed.
City of San Mateo goal = 6 homes. Executed 11/22/24 and not extended. 1 home completed.

25-26:

County goal = 8 homes. Executed 10/6/25. 2 homes in progress, 6 to be completed during Spring 2026 Rebuild Days.
SSF = 4 homes. Contract in process. The contract will be PHLA funded for 11 homes across SAH (8) and NRD (4); as of today there are 9 homes waiting to be served in SSF.
RWC goal = 3 homes. Contract not yet signed.
City of San Mateo goal = 6 homes. Contract not yet signed.

You have 3 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

NRD is truly a collaborative project. For each NRD home repair project, RTP's skilled staff provides support and training to a multidisciplinary volunteer team. Each team consists of:

1. Construction Captain: coordinates the repair work, assists with the site inspection, evaluation, material purchasing and volunteer assignments. Construction Captains work one-on-one with our NRD homeowners to develop a scope of work that addresses the health and safety concerns of that individual project. Construction Captains are skilled in home repair, and donate 40+ hours of volunteer time over two months to plan and prepare repair projects for their homeowner.
2. Volunteer Captain: recruits and organizes volunteers at their rehabilitation site and assists the Construction Captain in planning and managing the core group of helpers. Volunteer Captains contribute about 20 hours of service to coordinate all the logistics for volunteers at each individual site on NRD.
3. Skilled Volunteers provide materials and skilled labor for projects like roofing and plumbing. They are assigned to each site as needed.
4. Repair Site Volunteers perform projects like carpentry projects, fire safety and accessibility modifications, debris removal, interior and exterior painting, window or floor repairs, cleaning, landscaping, as well as moving furniture and appliances.
5. Support Volunteers help with a variety of other tasks (e.g. hospitality, technology, admin, etc.)

You have 5 characters left.

16. Impact: : Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

The average home we serve is 70 years old and the repairs needed are complex and expensive. Combine this with inflation and you can imagine the difficulty RTP is experiencing operating a free minor home repair program. In 2024, RTP requested increased CDBG resources in order to combat inflation while still being able to provide meaningful minor home repairs to our vulnerable neighbors. This request was granted. However, the scaling of this program has met some challenges. For example, in September 2024 the jurisdictions revised the Minor Home Repair Guidelines. While RTP has successfully implemented these changes, the new processes slow production time (e.g. project approval takes 4-6 weeks now vs. 2 weeks before). In both 2024 and 2025, contract execution was significantly delayed (3-6 months), limiting the amount of time RTP had to repair homes. To address these delays, some jurisdictions offered extensions, others allocated different funds, and others reduced deliverables. Lastly, CDS continues to have many issues requiring extensive communication and resubmission of reports. We are grateful to the jurisdictions' commitment to finding solutions so that RTP can continue to repair the homes of our neighbors in need.

Without CDBG funds, we would have to significantly limit the number of home repair projects we take on and the number of repairs per home. For example, we might have to choose between repairing a water heater or a furnace when neither is functional.

You have 5 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)

b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City	0	0	0	0
Redwood City	6	3	6	3
City of San Mateo	12	6	12	6
County of San Mateo	16	8	16	8
South San Francisco	8	4	8	4
Totals	42	21	42	21

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other **Low income homeowners**

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	Redwood City Population	Redwood City % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	74,402	100%	9	100%
White and not Hispanic	40,656	54.64%	1	11.111
White and Hispanic	23,557	31.66%	2	22.222
Asian	6,715	9.03%	3	33.333
African American	1,916	2.58%	0	0.000
Pacific Islander	663	0.89%	0	0.000
Native American	384	0.52%	0	0.000
Other	1,511	2.03%	3	33.333

Race & Ethnicity	City of San Mateo Population	City of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	97,207	100%	16	100%
White and not Hispanic	56,183	57.80%	3	18.750
White and Hispanic	25,857	26.60%	5	31.250
Asian	18,372	18.90%	0	0.000
African American	2,041	2.10%	1	6.250
Pacific Islander	2,332	2.40%	0	0.000
Native American	486	0.50%	2	12.500
Other	5,541	5.70%	5	31.250

Race & Ethnicity	County of San Mateo Population	County of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	764,442	100%	120	100%
White and not Hispanic	280,550	36.70%	12	10.000
White and Hispanic	181,937	23.80%	37	30.833
Asian	250,737	32.80%	19	15.833
African American	20,640	2.70%	19	15.833
Pacific Islander	10,702	1.40%	2	1.667
Native American	6,880	0.90%	4	3.333

Other	12,996	1.70%	27	22.500
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Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	25	100%
White and not Hispanic	23,760	37.34%	2	8.000
White and Hispanic	21,645	34.02%	17	68.000
Asian	23,293	36.61%	4	16.000
African American	1,625	2.55%	1	4.000
Pacific Islander	1,111	1.75%	1	4.000
Native American	395	0.62%	0	0.000
Other	9,598	15.08%	0	0.000

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

Due to delays in the execution of 2024-25 CDBG contracts, the numbers served are lower than a typical year.

The data above is for all of the members of the household, not just the homeowner, as the race/ethnicity of household members can differ from the homeowner. Because this program serves a handful of households in each jurisdiction it is difficult to perfectly align with the city's overall demographics. However, the data above shows the populations served in each jurisdiction are predominated by underserved populations.

RTP conducts grassroots outreach including door-to-door outreach; direct mail; distributing information about RTP's home repair programs to nonprofit and government agencies; participating in community events; social media campaigns; and presentations at local senior centers, churches, and other groups.

RTP is trusted by our neighbors in need. Our staff guides homeowners through the process, providing multilingual and culturally competent support. We hold our general contractor's license and are experts in navigating building code and permitting processes, thereby reducing barriers for low-income, often monolingual, homeowners.

Of those served last year:
 100% were low income (median household income of \$42k);
 73% of households had a senior in the home;
 86% were as a person of color;
 36% of households had a person with a disability.

You have 79 characters left.

20. Leveraging: Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

We could not accomplish our mission to repair homes, revitalize communities and rebuild lives without leveraging the in-kind support from individuals, skilled volunteers, community organizations, and corporations.

Our 2026-27 NRD budget is \$953,106. Of this amount, we expect 30% to come from CDBG jurisdictions, 70% to come from private funds (e.g. corporations, donors and foundations). In addition, volunteers provide \$250,000 worth of in-kind materials and skilled labor.

To provide an example of expected FY2026-27 revenue for NRD, below are details on secured and pending funding for FY 2025-26 NRD.

National Rebuilding Day FY2025-26 Secured and Pending Funding Sources:
 Sponsorships: \$390,000
 CDBG contracts: \$348,848
 Foundations: \$40,000
 Individual donor and special event revenue: \$154,949

For our organization, RTP is in a strong financial position. We hold \$5.2M in assets. Our FY 26-26 budget is \$3.7M and annual revenue comes from diverse streams: approximately 15% from foundations, 20% from individuals and special events, 40% from government, 10% from sponsorships, 10% in kind and 5% other.

You have 348 characters left.

Staff List

List below key staff members who work on this program

How many Key Program Staff do you want to list? 4

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Director of Programs	Greg Bernard	Main responsibilities is to ensure the project complies with the Minor Home Repair Guidelines, supervise the program including conducting previews and creating a scope of work (as needed) and supervise the project manager.	General Contractor's License #986653, OSHA and RRP Certified, 20+ years' experience as a contractor, 8+ years' experience in CDBG program management with San Mateo County and the Cities of Daly City, Redwood City, South San Francisco, San Mateo and Mountain View. Bachelors in Electrical Engineering, Master's degree in Computer Engineering. Been on staff with RTP for eight years.

Rebuild and Special Project Manager	Open	Main responsibilities include submitting project documentation to the jurisdictions for approval, interacting with the homeowner during the project, negotiating with subcontractors, working with Construction Captains, managing NRD repair sites, and project wrap up. Managing sites includes conducting previews, developing scopes of work, getting permits, working with the volunteer Construction Captain, getting supplies, and ensuring the volunteer Captain has all they need for a successful repair day.	Minimum qualifications include: Basic skills in carpentry, plumbing, electrical and roofing; Bachelor's degree or commensurate educational experience; Three years of management experience or equivalent or transferable skills; Excellent attention to detail; Ability to establish rapport, gain confidence and build relationships with a wide variety of individuals; Strong interpersonal skills; Customer service mindset; Familiarity with information technology and basic office software including Google Apps and MS Office; Valid CA driver's license and road-worthy vehicle with proof of insurance; and the ability to successfully complete a background check and fingerprinting.
Intake Specialist	Karla Jordan	Responsible for assisting homeowners throughout the intake process (e.g. completing intake documentation and determining eligibility). Also serves as client liaison and provides homeowner orientation for the program.	Karla has been in her role at RTP for over a year. While studying at UC Santa Cruz, Karla served as a social justice volunteer for Empathy in Action at Soledad State Prison and as a research assistant with Alzamos La Voz (Raising Our Voices) in Watsonville. She also helped run student voter registration drives and recruited volunteers for the New Voters project for the CA Public Interest Research Group and was an intern at the U.S. Equal Employment Opportunity Commission in Washington, D.C. Karla is a native Spanish speaker and lives in Redwood City
Estimator	Justin Matthews	Responsible for conducting home safety assessments and setting scopes of work.	Justin joined RTP in 2025 and comes to us with a background in construction estimation, cost control, and insurance adjustment. Originally from Houston, Justin comes from a family of contractors. After learning the basics from them, he went on to attend Rensselaer Polytechnic Institute in New York. He then worked as an independent insurance adjuster, a position that brought him to California during the recent outbreak of wildfires. He's managed multiple projects simultaneously, including site damage estimates and summarizing scopes for restoration work.

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item	Agency Total	Pgm%	Program Total	Redwood City		City of San Mateo		County of San Mateo		South San Francisco		Total Jurisdictions	
				%	Requested	%	Requested	%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed: 8													
Director of Programs	\$118,000.00	44.00	\$51,920.00	0.48	\$250.00	0.48	\$250.00	0.96	\$500.00	0.96	\$500.00	2.88	\$1,500.00
Rebuild and Special Projects Manager	\$77,000.00	99.00	\$76,230.00	4.72	\$3,600.00	6.03	\$4,600.00	11.23	\$8,600.00	3.28	\$2,500.00	25.31	\$19,300.00
Intake Specialist	\$50,186.00	33.17	\$16,651.00	2.76	\$460.00	2.10	\$350.00	3.00	\$500.00	3.00	\$500.00	10.87	\$1,810.00
Sr. Repair Technician	\$85,500.00	9.00	\$7,695.00	1.30	\$100.00	1.30	\$100.00	1.30	\$100.00	2.59	\$200.00	6.49	\$500.00
Repair Technician	\$73,800.00	5.00	\$3,690.00	2.71	\$100.00	2.71	\$100.00	2.71	\$100.00	5.42	\$200.00	13.50	\$500.00
Office and Facilities Manager	\$73,000.00	15.00	\$10,950.00	0.91	\$100.00	0.91	\$100.00	0.91	\$100.00	1.82	\$200.00	4.56	\$500.00

Estimator	\$55,500.00	49.55	\$27,500.00	1.63	\$450.00	3.27	\$900.00	4.36	\$1,200.00	1.63	\$450.00	10.909	\$3,000.00
All other staff	\$668,000.00	20.00	\$133,600.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00
Taxes/Benefits	\$284,040.00	27.72	\$78,755.00	1.49	\$1,178.00	1.89	\$1,492.00	2.66	\$2,100.00	0.67	\$535.00	6.73	\$5,305.00
Other Direct Costs - Lines needed: 4													
Materials and supplies	\$1,440,182.00	14.23	\$205,000.00	16.11	\$33,027.22	27.79	\$56,975.39	43.53	\$89,255.65	12.12	\$24,849.78	99.565	\$204,108.04
Mileage	\$31,086.00	30.00	\$9,326.00	1.07	\$100.00	2.68	\$250.00	5.36	\$500.00	4.28	\$400.00	13.403	\$1,250.00
Outreach and volunteer supplies	\$161,971.00	49.00	\$79,366.00	0.12	\$100.00	0.12	\$100.00	0.12	\$100.00	0.12	\$100.00	0.50	\$400.00
All other costs	\$133,709.00	95.80	\$128,105.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00
Modified Total Direct Costs (MTDC)	\$3,251,974.00	25.48	\$828,788.00	4.76	\$39,465.22	7.86	\$65,217.39	12.43	\$103,055.65	3.67	\$30,434.78	28.738	\$238,173.04
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)	15.00000%		15		15		15		15		15		
Indirect costs	\$487,796.10	25.48	\$124,318.20	4.76	\$5,919.78	7.86	\$9,782.61	12.43	\$15,458.35	3.67	\$4,565.22	28.738	\$35,725.96
Direct Costs Not MTDC - Lines needed: 0													
TOTAL	\$3,739,770.10	25.48	\$953,106.20	4.76	\$45,385.00	7.86	\$75,000.00	12.43	\$118,514.00	3.67	\$35,000.00	28.738	\$273,899.00
Number of Served					6		12		16		8		42
Cost per Individual					\$7,564.17		\$6,250.00		\$7,407.13		\$4,375.00		\$6,521.40

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

Note that the budget above calculates 'Cost per individual' but this minor home repair project serves households.

RTP requests support for its National Rebuilding Day minor home repair program to support the following five budget categories:
 -Direct service staff: performing tasks like client intake, previews, creating scopes of work, managing volunteer groups, performing repairs and/or managing subcontractors.
 -Mileage: costs related to driving to/from repair sites
 -Outreach/volunteer costs: costs associated with contacting potential homeowners (e.g. flyers, mailers) and supporting volunteer activities (e.g. printing copies, etc.)
 -Materials and Subcontractors: costs associated with purchasing construction materials/supplies and/or the costs of hiring vetted subcontractors.
 -Indirect costs: these costs support the administration of the grant (e.g. insurance, bookkeeping, etc.)

You have 584 characters left.

For the City of Redwood City ONLY, answer the following:

Funding Criteria: Check the most applicable box from the six Consolidated Plan priorities listed below that your program or activity meets and then check the most applicable Option. (Refer to the CDBG & HOME funding criteria in the 2023-2027 Consolidated Plan for a full description of each of the priorities, objectives and programs.)

- 1. Priority: Creating Inclusive Communities with Affordable Housing:** Creation of affordable housing and preservation of existing affordable housing, including special needs housing. Following the City's 2023-2031 Housing Element, this priority is to maintain and increase the diversity of housing types in all City neighborhoods and preserve/protect its current affordable housing stock.
- 2. Priority: Supporting Persons Experiencing Homelessness** Making homelessness short, rare and non-reoccurring by supporting the work of emergency shelters and funding other basic needs.
- 3. Priority: Sustain or Expand Human Services:** Sustain or expand the high level of basic human needs services for extremely low-, very low-, low- and moderate-income persons and households including but not limited to childcare, mental health and substance abuse services.
- 4. Priority: Improve Public Facilities & Infrastructure:** Improve public and community facilities, including but not limited to increasing accessibility, improving safety, and addressing climate change.
- 5. Priority: Support Economic Development Opportunities:** Provide support for programs and activities that create and preserve job opportunities, as well as reduce barriers to job opportunities for lower income Redwood City residents.
- 6. Priority: General Administration, including serving as a Champion of Fair Housing and Improving Coordination** Redwood City supports and promotes a diverse community of unique neighborhoods where all residents are included and valued, no group is privileged above any other group, and all have opportunity to live in neighborhoods of their choosing.

2. Program Outcomes:

a. Please describe the accomplishments of program goals for FY25/26.

While Redwood City announced an award to Rebuilding Together Peninsula's NRD program for the 2025-26 program year, the contract has not been signed as of the writing of this proposal.
 The execution of RTP's 2024-25 NRD contract was also delayed (signed 12/17/2024). Therefore Redwood City extended RTP's 2024-25 contract to 12/31/2025 in order to provide a full year for RTP to provide minor home repairs to its low-income homeowners. Since the 2024-25 contract was signed, RTP has completed repairs on two homes, slightly lower than our goal of three.

You have 944 characters left.

b. In what ways has your program made a difference in the lives of the people you serve? Please provide at least one concrete example from the people served in FY25/26:

During RTP's Fall 2025 Rebuilding Day, Provident Credit Union volunteered at several sites across the Peninsula to create safer, healthier spaces for our neighbors. One site was in Redwood City. The team from PCU painted the home of Charles. Charles is 86 years old, a veteran and has lived in his Redwood City home for 50 years. His low income and complications from a variety of afflictions (including hip, back, asthma problems) have impacted his ability to address needed repairs. The 1950 built home had lead based paint and through RTP's county-funded lead paint remediation program we were able to remediate the lead paint and then volunteers painted the exterior of the home and reinforced fence posts on the side of the home. RTP was able to use resources from RWC's CDBG program for roof repair and to purchase the supplies that the PCU volunteers used to paint Charles' home.

"Volunteering with Rebuilding Together Peninsula was a powerful reminder of how small acts can lead to lasting change. Working alongside fellow team members to improve homes for families in need reinforced our commitment to building stronger communities together." — Michelle O., Provident Credit Union

Charles has said, 'I know this is the last place I will live, so I need it to be as safe as possible.'

You have 186 characters left.

For the Cities of South San Francisco and Redwood City ONLY, answer the following:

3. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list:
- Other - Please describe: [door to door outreach, phone calls](#)

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

All of RTP's services and documents are provided in English and Spanish. If a homeowner requires another language, RTP utilizes community partners that specialize with that population to serve as translators. In addition, select marketing collateral is offered in multi-lingual formats including RTP's main flyers, brochures and direct mail pieces. RTP also conducts multilingual door-to-door outreach and phone outreach.

You have 579 characters left.

c. How and where are the materials distributed?

In Redwood City and South San Francisco, we make presentations and distribute materials to a variety of nonprofit, government and community organizations (e.g. Fair Oaks & Veterans Memorial Community Centers, Redwood City Human Service Agencies, and Peninsula Family Service). Through our community facility repair program, RTP has developed deep relationships with nonprofits throughout Redwood City and SSF that serve primarily low-income people (e.g. Samaritan House Free Clinic, Kainos, StarVista, St. Francis Center, IHSD, Friends to Parents).

RTP's minor home repair informational materials are distributed to low-income homeowners via: distributing fliers to low-income homeowners (e.g. door hangers, fliers in Senior Centers' grab and go lunches), direct mail using 'Leads Please,' advertising in "Everything South City," referrals from partner organizations, tabling at community events, making presentations to community groups, social media campaigns, and more!

You have 16 characters left.

For San Mateo County ONLY, answer the following:

1. Due to the usage and allocation restrictions, CDBG funding for 26/27 is limited. If CDBG funding is not available for your proposed project, would you be open to accepting funding from a Federal ESG, State ESG or State PLHA grant if your project qualifies? These funding sources are subject to additional requirements and specific reporting compliance, which are outlined in the NOFA and/or will be provided to you by San Mateo County.

Yes

You have 1497 characters left.

2. Describe in detail the scope of work directly related to the requested budget items. Describe the objectives for each activity and the specific tasks that need to be accomplished to achieve those objectives. The description should use the guidelines listed below:

- The purpose and nature of the different services to be offered and where they will be provided;
- The tasks to be performed (outreach, intake, enrollment, day care services, etc.);
- The level of service that will be provided for each activity (identified in a quantifiable unit of service, e.g., number of children cared for per month)

PURPOSE:
RTP's NRD program provides free home repair services to elderly, disabled and low-income homeowners in San Mateo County.

TASKS:
1. Homeowner completes application.
2. RTP reviews the application, verifies eligibility (e.g. location, property taxes paid, income, conflict of interest).
3. RTP previews the home to develop a scope of work, focusing on the principles of healthy housing.
4. For rehab projects, RTP conducts a Radon test.
5. RTP submits documentation (Application, Proof of Income, Income Calculation, Scope of Work and Estimates, signed forms, Radon Test results, Wetlands map) to the jurisdiction for review.
6. Jurisdiction conducts the Environmental Review.
7. Jurisdiction provides RTP "notice to proceed."
8. Homeowner is paired with a volunteer Construction Captain who prepares the home for the work to be done on NRD.
9. Repairs are completed by a team of volunteers on NRD, in either October or April.
10. Homeowner signs off on the completion of the work and RTP conducts final inspection.
11. RTP submits reimbursement request to the jurisdiction.
(Abbreviated from page 23 of the Minor Home Repair Guidelines)

LEVEL OF SERVICE
Each NRD minor home repair project goes through the tasks listed above. It takes 6 months on average to complete all the steps from application to reimbursement request. RTP will provide these services to 8 low-income county homeowners from July 2026 to June 2027.

You have 14 characters left.

What additional funding has been committed to, or will be utilized for your proposed project?
Please list the funding source and the estimated amount for the project below:

Source	Committed	Proposal Submitted	To Be Determined
Other Federal Funds			
State/Local Funds		\$273,899.00	
Private Funds		\$679,207.00	
Other:			
Total	\$0.00	\$953,106.00	\$0.00

End of the San Mateo County section

Attachments

Number of uploaded documents is limited to 60 documents per application
([Upload Instructions](#))

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [1. CDBG board authorization signed 11.20.25.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [2. RTP 501c3.pdf](#)
- 3. By-laws [3. By-laws Resolution 11-17-11.pdf](#)
- 4. Articles of Incorporation [4. Articles of Incorporation original and amendments.pdf](#)
- 5. Board roster, including: [5. Board Roster 2025-26 LATEST.pdf](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term
- 6. Organizational chart for entire organization [6. RTP Org Chart Jan 2026.pdf](#)
- 7. Financial Documents [7. Audit 24 FINAL FS scanned.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [8. Single Audit Not required 1.2.26.pdf](#)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)
- 9. The following are required: [9a. RTP Org Budget 2025-26.pdf](#)
 - Current (FY25-26) **Agency** Operating Budget [9b. FY26-27 RTP agency draft budget.pdf](#)
 - Proposed (FY26-27) **Agency** Operating Budget [9c. FY26-27 RTP NRD draft budget.pdf](#)
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)
- 10. Mission Statement [10. RTP Mission Statement 1.21.25.pdf](#)
- 11. Non-discrimination policy for Staff and Clients [11. 12. RTP non discrimination and accommodations policies - staff and clients 12.2025.pdf](#)
- 12. Reasonable Accommodations Policy for Staff and Clients [11. 12. RTP non discrimination and accommodations policies - staff and clients 12.2025.pdf](#)
- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit) [13. Conflict of interest policy.pdf](#)
- 14. Negotiated Rate Letter.
- 15. Required Exhibits (San Mateo County Only): [15. Exhibit 5. Governing Body Description.pdf](#)
 - Exhibit 5: Governing Body Description [15. Exhibit 6. Position Bios.pdf](#)
 - Exhibit 6: Position Bios [15. Exhibit 7. attestation of financial compliance - signed.pdf](#)
 - Exhibit 7: Sample Attestation of Financial Compliance
- 16. Other - [16. 2025-26-RTP-Homeowner-Application.pdf](#)

(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Application Submitted by: Joy Dickinson Date: 01/12/2026

Reviewed and accepted by City of South San Francisco:
Sign Here:

Click above to return application to

Draft status, and please enter a reason in the box below

Accepted status
Redwood City No905
City of San Mateo No907
County of San Mateo No909
South San Francisco No911

Initially submitted: Jan 12, 2026 - 11:35:16

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Rebuilding Together
Peninsula
- Safe at Home



City:

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Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbg@ssf.net

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Consolidated Community Development Application for FY 2026-27

Redwood City	City of San Mateo	County of San Mateo	South San Francisco
Status:	Status:	Status:	Status: Choose: Program/Project Status: <input type="checkbox"/> Recommended for Funding Amount: <input type="checkbox"/> Subrecipient Budget Revised <input type="checkbox"/> Contract Signed

Comments:

[Email Subrecipients](#)

to see comments from:

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. Organization Name: [Rebuilding Together Peninsula](#)
2. Project Title: [Safe at Home 2026-27](#)

We are applying for funding from:

- Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
Redwood City	\$49,904.00	3.841	10	10.638	\$4,990.40	\$3,739,195.10
City of San Mateo	\$32,000.00	2.463	8	8.511	\$4,000.00	\$3,739,195.10
County of San Mateo	\$348,535.00	26.828	60	63.830	\$5,808.92	\$3,739,195.10
South San Francisco	\$65,000.00	5.003	16	17.021	\$4,062.50	\$3,739,195.10
Total	\$495,439.00	38.136	94	100%	\$5,270.63	\$3,739,195.10

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

- Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):
 - Abused children
 - Homeless persons
 - Victims of domestic violence
 - Illiterate adults
 - Elderly persons/seniors (age 62+)
 - Persons living with AIDS
 - Severely disabled adults
 - Migrant farm workers
- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.

Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

100% of RTP's Safe at Home minor home repair program participants are at or below 80% AMI (Area Median Income). RTP follows the 2 CFR Part 5 Definition for an income calculation. The eligibility screening, or the income calculation is included in every client file. All income calculations are signed by the household seeking assistance through the minor home repair program as well as by the appropriate RTP staff member.

Applicants are required to provide proof of gross monthly income for all individuals 18 and over living in the home, including renters. Income documentation must not be older than 12 months of date of the provision of the services. We ask each adult to submit as many of the following documents as applicable: government benefit statements (e.g. TANF, SSI, SS); two months of most recent paystubs; most recent w-2; most recent tax return (no more than 12 months old); most recent statements from any asset accounts, bank, retirement, etc. (2 months' worth); copy of any regular payments received, such as alimony (2 months' worth); reports for any net income for self-employment, including gig economy work such as Etsy, Uber, etc.; unemployment compensation; letters from relatives or friends who do not reside in the unit and who provide regular and recurring gifts of support; and/or workers compensation or disability pay. The supporting homeowner eligibility documents are kept in project files and maintained according to the County's retention policy.

You have 10 characters left.

3. Project Address: 841 Kaynyne Street City: Redwood City Zip: 94063

4. Provide a one sentence project summary:

RTP's Safe at Home program provides critical health and safety related home repair needs that improve housing quality for low-income homeowners, including home safety modifications that allow low-income seniors and disabled individuals to safely age in place by reducing the threat of injury or accident, particularly from falling.

Organization Address: 841 Kaynyne Street City: Redwood City Zip: 94063

Organization Phone: 650-366-6597 Website: www.RTPeninsula.org

Type of Applicant: Non-Profit

5. Contact Person/Project Admin: Name: Greg Bernard Title: Program Manager Telephone: 650-366-6597 x228

Contact Email: dominique@rebuildingtogetherpeninsula.org, karla@rebuildingtogetherpeninsula.org, greg@rebuildingtogetherpeninsula.org Fax: ; development@rebuildingtogetherpeninsula.org, rachel@rebuildingtogetherpeninsula.org

6. Name of Agency Director: Melissa Lukin

7. Fiscal Officer: Name: Hani Burni Email: hani@rebuildingtogetherpeninsula.org, invoice@rebuildingtogetherpeninsula.org, development@rebuildingtogetherpeninsula.org Telephone: 650-366-6597

Fiscal Officer Address: 841 Kaynyne Street City: Redwood City Zip: 94063

8. Authorized Signatory: Name: Melissa Lukin Email: melissa@rebuildingtogetherpeninsula.org Telephone: 650-366-6597

Authorized Signatory Address: 841 Kaynyne Street City: Redwood City Zip: 94063

9. Please provide days and hours of regularly scheduled operation:

Monday to Friday, 8am to 5pm. Closed for lunch from 12pm to 1pm.

10. SAM/UEI Number: XPNNC8ZW5AX6 (Get a UEI #) **Federal EIN/TIN Number:** 94-3106209

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

The Safe at Home program's main objective is that low-income homeowners, majority elderly or disabled, in San Mateo County have access to no-cost home repair services that enable them to live in a dry, clean, pest-free, ventilated, safe, contaminant-free, maintained, thermally controlled, accessible, and affordable home (the National Center for Healthy Housing's ten principles of healthy homes).

Activities:

- Homeowner completes application.
 - RTP reviews the application, verifies eligibility (e.g. location, property taxes paid, income, conflict of interest).
 - RTP previews the home to develop a scope of work, focusing on the principles of healthy housing.
 - For rehab projects, RTP conducts a Radon test.
 - RTP submits documentation (Application, Proof of Income, Income Calculation, Scope of Work and Estimates, signed forms, Radon test results, Wetlands map) to the jurisdiction for review.
 - Jurisdiction conducts the Environmental Review.
 - Jurisdiction provides RTP "notice to proceed."
 - RTP's skilled repair technicians and/or vetted contractors complete the work.
 - Homeowner signs off on the completion of the work and RTP conducts final inspection.
 - RTP submits reimbursement request to the jurisdiction.
- (Abbreviated from page 23 of the Minor Home Repair Guidelines)

of homes to be served by jurisdiction:

RWC: 5
City of San Mateo: 4
SSF: 8
County: 30

You have 64 characters left.

12A. Assessment of Need - Redwood City: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

NEED:

Redwood City (RWC) needs a free home repair program for its low-income neighbors. Since RWC has limited affordable housing (median home price = \$1.8M, per Zillow) it, like many cities on the peninsula, would benefit from preserving its current affordable housing stock. Given that the San Francisco Bay Area has the second highest construction costs in the world (International Construction Market Survey, 2024) and the county's aging homes make even minor repairs complex and expensive, many of the city's low-income homeowners simply can't afford to keep their homes in good repair. Combine this with the fact that 75% of seniors desire to age-in-place (AARP, 2024) and that falls are the leading cause of injury for older adults (CDC 2024), San Mateo County's elderly, disabled and low-income homeowners need access to free home repairs and safety modifications.

GEOGRAPHY:

We serve all of San Mateo County, and we prioritize homes in RWC. Since 2009, RTP has provided 392 low-income homeowners in RWC with no-cost repairs.

POPULATION:

SAH provides repairs to low-income homeowners, focusing on homes with seniors, people with disabilities, veterans, and families with children.

SIMILAR PROGRAMS:

RTP is the leading minor home repair program in RWC. The Center for Independence of the Disabled provides modifications for disabled persons only. Grid Alternatives and El Concilio provide energy efficiency related repairs only.

You have 24 characters left.

12B. Assessment of Need - City of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

NEED:

The City of San Mateo needs a no-cost home repair program for its low-income neighbors. Since the County has limited affordable housing (median home price = \$1.6M, per Zillow) it, like many cities on the peninsula, would benefit from preserving its current affordable housing stock. Given that the San Francisco Bay Area has the second highest construction costs in the world (International Construction Market Survey, 2024) and the county's aging homes make even minor repairs complex and expensive, many of the city's low-income homeowners simply can't afford to keep their homes in good repair. Combine this with the fact that 75% of seniors desire to age-in-place (AARP, 2024) and that falls are the leading cause of injury for older adults (CDC 2024), San Mateo County's elderly, disabled and low-income homeowners need access to no-cost home repairs and safety modifications.

GEOGRAPHY:

We serve all of San Mateo County and prioritize homes in the City of San Mateo. Since 2009, RTP has provided 234 low-income homeowners in the City of San Mateo with free repairs.

POPULATION:

SAH provides repairs to low-income homeowners, focusing on homes with seniors, people with disabilities, veterans, and families w/children.

SIMILAR PROGRAMS:

RTP is the leading minor home repair program. The Center for Independence of the Disabled provides modifications for disabled persons only. Grid Alternatives and El Concilio provide energy efficiency repairs.

You have 1 characters left.

12C. Assessment of Need - County of San Mateo: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

NEED:

The County of San Mateo needs a no-cost home repair program for its low-income neighbors. Since the County has limited affordable housing (median home price = \$1.5M, per Zillow) it, like many cities on the peninsula, would benefit from preserving its current affordable housing stock. Given that the San Francisco Bay Area has the second highest construction costs in the world (International Construction Market Survey, 2024) and the county's aging homes make even minor repairs complex and expensive, many of the city's low-income homeowners simply can't afford to keep their homes in good repair. Combine this with the fact that 75% of seniors desire to age-in-place (AARP, 2024) and that falls are the leading cause of injury for older adults (CDC 2024), San Mateo County's elderly, disabled and low-income homeowners need access to no-cost home repairs and safety modifications.

GEOGRAPHY:

We serve all of San Mateo County. Since 2009, RTP has provided 2,033 County homeowners with free repairs.

POPULATION:

SAH provides repairs to low-income homeowners, focusing on homes with seniors, people with disabilities, veterans, and families with children.

SIMILAR PROGRAMS:

RTP is the leading minor home repair program in the County. The Center for Independence of the Disabled provides modifications for disabled persons only. Grid Alternatives and El Concilio provide energy efficiency related repairs only. Senior Coastsiders only serves the coast.

You have 6 characters left.

12D. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program **for each specific jurisdiction that you are applying for funds**. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

NEED:

South San Francisco (SSF) needs a no-cost home repair program for its low-income neighbors. Since SSF has limited affordable housing (median home price = \$1.2M, per Zillow) it, like many cities on the peninsula, would benefit from preserving its current affordable housing stock. Given that the San Francisco Bay Area has the second highest construction costs in the world (International Construction Market Survey, 2024) and the county's aging homes make even minor repairs complex and expensive, many of the city's low-income homeowners simply can't afford to keep their homes in good repair. Combine this with the fact that 75% of seniors desire to age-in-place (AARP, 2024) and that falls are the leading cause of injury for older adults (CDC 2024), San Mateo County's elderly, disabled and low-income homeowners need access to no-cost home repairs and safety modifications.

GEOGRAPHY:

We serve all of San Mateo County and we prioritize SSF. Since 2009, RTP has provided 286 low-income SSF homeowners with no-cost repairs.

POPULATION:

SAH provides repairs to low-income homeowners, focusing on homes with seniors, people with disabilities, veterans, and families with children.

SIMILAR PROGRAMS:

RTP is the leading minor home repair program in SSF. The Center for Independence of the Disabled provides modifications for disabled persons only. Grid Alternatives and El Concilio provide energy efficiency related repairs only.

You have 28 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

RTP's Safe at Home program provides services on an ongoing basis.

To reach our goals, we conduct homeowner outreach services, client intake services and project previews year-round. RTP's SAH program aligns its work with the Minor Home Repair Guidelines published by San Mateo County (9/2024). In brief, the process, which takes about three months, is as follows:

1. Homeowner completes application.
 2. RTP reviews the application and verifies eligibility.
 3. RTP visits the home and develops a scope of work, focusing on the principles of healthy housing.
 4. For rehab projects, RTP staff conduct a Radon test.
 5. RTP submits eligibility documentation to the jurisdiction for review.
 6. Jurisdiction conducts the Environmental Review.
 7. Jurisdiction provides RTP "notice to proceed."
 8. RTP's skilled repair technicians and/or vetted contractors complete the work.
 9. Homeowner signs off on the completion of the work and RTP conducts final inspection.
 10. RTP submits reimbursement request to the jurisdiction.
- (Abbreviated from page 23 of the guidelines)

This proposal is for the first year of a two-year contract. Across the four jurisdictions in this consolidated application, RTP will repair 47 homes annually. SAH aims to serve one fourth of the total number of homes each quarter. If contract execution is delayed, the deliverables will be proportionally reduced. RTP will submit quarterly reports and reimbursement requests.

You have 9 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

In order to measure success, RTP tracks projects completed relative to our deliverables. We also conduct homeowner surveys to measure satisfaction with repairs and the impact of the repairs on homeowners' health and safety.

For progress to date, RTP's 25-26 contract with the County was not signed until 10/25, and as such we have reduced our deliverables by one fourth. Our 25-26 contracts with the City of San Mateo and Redwood City are not executed. SSF is being executed now. A two year contract will reduce execution delays and allow RTP to provide more seamless services to waiting homeowners.

Below is an overview of 24/25 and 25/26 progress.

24-25:
County goal = 30 homes. Executed 1/30/25 and not extended. 14 homes completed.
SSF goal = 10 homes. Executed 12/4/24 and extended to 12/31/25. 11 homes completed.
RWC goal = 5 homes. Executed 12/13/24 and extended to 12/31/25. 4 completed.
City of San Mateo goal = 4 homes. Executed 11/15/24 and not extended. 3 homes completed.

25-26:
County goal = 30 homes. Executed 10/6/25 and deliverables reduced to 22. We are on track to meet this goal - 2 have been completed, 1 in progress, and 18 planned.
SSF goal = 8 homes. Contract in process. The contract will be PHLA funded for 11 homes across SAH (8) and NRD (4); as of today there are 9 homes waiting to be served in SSF.
RWC goal = 5 homes. Contract not yet signed.
City of San Mateo goal = 4 homes. Contract not yet signed.

You have 9 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

RTP could not accomplish our mission without collaboration. Examples of our collaborative partnerships include:

- Trade unions, International Brotherhood of Electrical Workers; the pipefitters union, vendors, and corporations that supply volunteer labor and significant in-kind donations.
- Core service agencies in San Mateo County, Samaritan House, Unite CA, Thrive Alliance, senior centers, community centers, and other nonprofits to receive referrals.
- Sheriff's Activities League, youth service groups such as Young Men's Service League, and similar service clubs (Rotary, Kiwanis) to provide in-kind volunteer labor.
- Hayward Lumber, Master Plumbing. Lowe's, and Ace Hardware provide discounts on materials and supplies.
- City staff, county social workers and case managers, county housing department, and hospitals regularly refer potential homeowners to SAH.

RTP also refers our clients to other programs that can assist them (e.g. Meals on Wheels, El Concilio, and PG&E Low-Income Home Energy Assistance Program).

You have 432 characters left.

16. Impact: Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

The average home we serve is 70 years old, and the repairs needed are complex and expensive. Combine this with inflation and you can imagine the difficulty RTP is experiencing operating a free minor home repair program. In 2024, RTP requested increased CDBG resources in order to combat inflation while still being able to provide meaningful minor home repairs to our vulnerable neighbors. This request was granted. However, the scaling of this program has met some challenges. For example, in September 2024 the jurisdictions revised the Minor Home Repair Guidelines. While RTP has successfully implemented these changes, the new processes slow production time (e.g. project approval takes 4-6 weeks now vs. 2 weeks before). In both 2024 and 2025, contract execution was significantly delayed (3-6 months), limiting the amount of time RTP had to repair homes. To address these delays, some jurisdictions offered extensions, others allocated different funds, and others reduced deliverables. Lastly, CDS continues to have many issues requiring extensive communication and resubmission of reports. We are grateful to the jurisdictions' commitment to finding solutions so that RTP can continue to repair the homes of our neighbors in need.

Without CDBG funds, we would have to significantly limit the number of home repair projects we take on and the number of repairs per home. For example, we might have to choose between repairing a water heater or a furnace when neither is functional.

You have 0 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households and number of individuals. Refer to the San Mateo County Income Limits.

a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)

b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City	10	5	10	5
Redwood City	10	5	10	5
City of San Mateo	8	4	8	4
County of San Mateo	60	30	60	30
South San Francisco	16	8	16	8
Totals	104	52	104	52

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other **low income homeowners**

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	Redwood City Population	Redwood City % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	74,402	100%	9	100%
White and not Hispanic	40,656	54.64%	1	11.111
White and Hispanic	23,557	31.66%	2	22.222
Asian	6,715	9.03%	3	33.333
African American	1,916	2.58%	0	0.000
Pacific Islander	663	0.89%	0	0.000
Native American	384	0.52%	0	0.000
Other	1,511	2.03%	3	33.333

Race & Ethnicity	City of San Mateo Population	City of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	97,207	100%	16	100%
White and not Hispanic	56,183	57.80%	3	18.750
White and Hispanic	25,857	26.60%	5	31.250
Asian	18,372	18.90%	0	0.000
African American	2,041	2.10%	1	6.250
Pacific Islander	2,332	2.40%	0	0.000
Native American	486	0.50%	2	12.500
Other	5,541	5.70%	5	31.250

Race & Ethnicity	County of San Mateo Population	County of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	764,442	100%	120	100%
White and not Hispanic	280,550	36.70%	12	10.000
White and Hispanic	181,937	23.80%	37	30.833
Asian	250,737	32.80%	19	15.833
African American	20,640	2.70%	19	15.833
Pacific Islander	10,702	1.40%	2	1.667
Native American	6,880	0.90%	4	3.333
Other	12,996	1.70%	27	22.500

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	25	100%
White and not Hispanic	23,760	37.34%	2	8.000
White and Hispanic	21,645	34.02%	17	68.000
Asian	23,293	36.61%	4	16.000
African American	1,625	2.55%	1	4.000

Pacific Islander	1,111	1.75%	1	4.000
Native American	395	0.62%	0	0.000
Other	9,598	15.08%	0	0.000

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

Due to delays in the execution of 2024-25 CDBG contracts, the numbers served are lower than a typical year.

The data above is for all of the members of the household, not just the homeowner, as the race/ethnicity of household members can differ from the homeowner. Because this program serves a handful of households in each jurisdiction it is difficult to perfectly align with the city's overall demographics. However, the data above shows the populations served in each jurisdiction are predominated by underserved populations.

RTP conducts grassroots outreach including door-to-door outreach; direct mail; distributing information about RTP's home repair programs to nonprofit and government agencies; participating in community events; social media campaigns; and presentations at local senior centers, churches, and other groups.

RTP is trusted by our neighbors in need. Our staff guides homeowners through the process, providing multilingual and culturally competent support. We hold our general contractor's license and are experts in navigating building code and permitting processes, thereby reducing barriers for low-income, often monolingual, homeowners.

Of those served last year:
 100% were low income (median household income of \$42k);
 73% of households had a senior in the home;
 86% were as a person of color;
 36% of households had a person with a disability in the home.

You have 67 characters left.

20. Leveraging: Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

RTP's FY 26-27 Safe at Home Budget is projected to be \$1,299,144. Of this amount, we expect approximately 60% to come from government sources and 40% to come from individuals, corporations and foundations.

To provide an example of expected FY 26-27 revenue for the Safe at Home program, below are details on secured and pending funding for the FY 25-26 Safe at Home program.

Secured FY 25-26 Safe at Home funding:

- County of San Mateo, \$261,401
- City of Mountain View, \$180,000
- City of Palo Alto, \$73,585
- City of Daly City, \$40,000
- City of South San Francisco, \$100,000
- City of Redwood City, \$49,904
- City of San Mateo, \$32,000
- Santa Clara County, \$23,000
- Sand Hill Foundation, \$50,000
- Sequoia Healthcare District, \$50,000

Pending and Planned FY 25-26 requests:

- Individual Donors, \$365,285 (expected and in progress)
- San Mateo County Association of Realtors, \$3,000
- City of San Carlos, \$20,000
- Palo Alto Weekly Holiday Fund \$5,000
- Palo Alto Community Fund, \$5,000
- In-kind labor and materials, \$15,000

For our organization, RTP is in a strong financial position. We hold \$5.2M in assets. Our FY 25-26 budget is \$3.7M and annual revenue comes from diverse streams, approximately: 15% from foundations, 20% from individuals and special events, 40% from government, 10% from sponsorships, 10% in kind and 5% other.

You have 99 characters left.

Staff List

List below key staff members who work on **this program**

How many Key Program Staff do you want to list? 5

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
Director of Programs	Greg Bernard	Main responsibilities are to ensure the program follows the Minor Home Repair Guidelines, supervise the program manager and conduct previews as needed.	General Contractor's License #986653, OSHA and RRP Certified, 20+ years' experience as a contractor, 5+ years' experience in CDBG program management with San Mateo County and the Cities of Daly City, Redwood City, South San Francisco, San Mateo and Mountain View. Bachelors in Electrical Engineering, Master's degree in Computer Engineering. Been on staff with RTP for eight years.

Safe at Home Program Manager	Dominique McLinden	Conducts previews, prepares scopes of work, schedules technicians and subcontractors, and manages client and vendor interaction for SAH projects. Serves as the external 'face' of the organization with support of staff in the background to complete work at SAH repair sites.	Dominique has more than a decade of commercial and residential project experience spanning landscaping, property management, electrical, and building on the Peninsula. Dominique joined RTP in August 2024 as the Rebuilding Day and Special Project Manager where she led skilled staff and volunteers to repair the homes of our neighbors in need. She started as the Safe at Home Manager in January 2026. Born and raised in San Mateo County, she currently lives mid-Peninsula in Belmont.
Senior Repair Technician	Frank Tijerina	Responsible for conducting the home repairs and modifications and working with subcontractors and vendors to complete the necessary work.	More than 20 years of construction experience, including carpentry, plumbing, and electrical. Bilingual English/Spanish. Been on staff with RTP for nine years.
Intake Specialist	Karla Jordan	Responsible for assisting homeowners throughout the intake process (e.g. completing intake documentation, determining eligibility, conducting preliminary site previews). Also serves as client liaison and provides homeowner orientations.	Karla has been serving homeowners at RTP for over a year. She comes to RTP after studying at UC Santa Cruz, where she served as a social justice volunteer for Empathy in Action at Soledad State Prison and as a research assistant with Alzamos La Voz (Raising Our Voices) in Watsonville. She also helped run student voter registration drives and recruited volunteers for the New Voters project for the CA Public Interest Research Group and was an intern at the U.S. Equal Employment Opportunity Commission in Washington, D.C. Karla is a native Spanish speaker and lives in Redwood City.
Estimator	Justin Matthews	Responsible for conducting home safety assessments and setting scopes of work.	Justin joined RTP in 2025 and comes to us with a background in construction estimation, cost control, and insurance adjustment. Originally from Houston, Justin comes from a family of contractors. After learning the basics from them, he went on to attend Rensselaer Polytechnic Institute in New York. He then worked as an independent insurance adjuster, a position that brought him to California during the recent outbreak of wildfires. He's managed multiple projects simultaneously, including site damage estimates and summarizing scopes for restoration work.

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item				Redwood City		City of San Mateo		County of San Mateo		South San Francisco		Total Jurisdictions	
	Agency Total	Pgm%	Program Total	%	Requested	%	Requested	%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed: 9													
Director of Programs	\$118,000.00	45.00	\$53,100.00	0.37	\$200.00	0.75	\$400.00	2.26	\$1,200.00	0.94	\$500.00	4.33	\$2,300.00
Safe at Home Manager	\$85,500.00	99.00	\$84,645.00	2.36	\$2,000.00	0.59	\$500.00	5.90	\$5,000.00	6.26	\$5,300.00	15.12	\$12,800.00
Sr. Repair Technician	\$85,500.00	90.00	\$76,950.00	7.40	\$5,700.00	4.80	\$3,700.00	31.96	\$24,600.00	6.75	\$5,200.00	50.94	\$39,200.00
Repair Technician	\$73,800.00	99.00	\$73,062.00	0.13	\$100.00	0.13	\$100.00	0.13	\$100.00	0.13	\$100.00	0.54	\$400.00
Intake Specialist	\$50,186.00	32.99	\$16,561.00	3.01	\$500.00	3.01	\$500.00	18.15	\$3,000.00	7.24	\$1,200.00	31.39	\$5,200.00

Rebuild and Special Project Manager	\$77,000.00	1.000	\$770.00	12.987	\$100.00	12.987	\$100.00	12.987	\$100.00	12.987	\$100.00	51.948	\$400.00
Estimator	\$55,000.00	21.727	\$11,950.00	6.276	\$750.00	5.021	\$600.00	46.025	\$5,500.00	12.552	\$1,500.00	69.874	\$8,350.00
Office and Facilities Manager	\$73,000.00	20.000	\$14,600.00	0.685	\$100.00	0.685	\$100.00	0.685	\$100.00	0.685	\$100.00	2.740	\$400.00
All other staff	\$582,500.00	24.000	\$139,800.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00
Taxes/Benefits	\$284,040.00	39.834	\$113,145.00	2.088	\$2,363.00	1.326	\$1,500.00	9.413	\$10,650.00	3.093	\$3,500.00	15.920	\$18,013.00
Other Direct Costs - Lines needed: 3													
Mileage	\$31,086.00	28.309	\$8,800.00	2.273	\$200.00	3.409	\$300.00	31.818	\$2,800.00	5.682	\$500.00	43.182	\$3,800.00
Materials and Subcontractors	\$1,440,182.00	37.239	\$536,308.00	5.851	\$31,381.78	3.734	\$20,026.09	46.619	\$250,023.91	7.183	\$38,521.74	63.388	\$339,953.52
All other costs	\$295,680.00	0.000	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Modified Total Direct Costs (MTDC)	\$3,251,474.00	34.744	\$1,129,691.00	3.841	\$43,394.78	2.463	\$27,826.09	26.828	\$303,073.91	5.003	\$56,521.74	38.136	\$430,816.52
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)	15.00000%		15		15.00000%		15		15		15		
Indirect costs	\$487,721.10	34.744	\$169,453.65	3.841	\$6,509.22	2.463	\$4,173.91	26.828	\$45,461.09	5.003	\$8,478.26	38.136	\$64,622.48
Direct Costs Not MTDC - Lines needed: 0													
TOTAL	\$3,739,195.10	34.744	\$1,299,144.65	3.841	\$49,904.00	2.463	\$32,000.00	26.828	\$348,535.00	5.003	\$65,000.00	38.136	\$495,439.00
Number of Served					10		8		60		16		94
Cost per Individual					\$4,990.40		\$4,000.00		\$5,808.92		\$4,062.50		\$5,270.63

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

Note that the budget above calculates 'Cost per individual' but this minor home repair project serves households.

RTP requests support for its Safe at Home Program minor home repair program to support the following four budget categories:
 -Direct service staff: performing tasks like client intake, previews, creating scopes of work, performing repairs and/or managing subcontractors.
 -Mileage: costs related to driving to/from repair sites
 -Materials and Subcontractors: costs associated with purchasing construction materials/supplies and/or the costs of hiring vetted subcontractors.
 -Admin: these costs support the administration of the grant (e.g. insurance, bookkeeping, etc.)

You have 792 characters left.

For the City of Redwood City ONLY, answer the following:

Funding Criteria: Check the most applicable box from the six Consolidated Plan priorities listed below that your program or activity meets and then check the most applicable Option. (Refer to the CDBG & HOME funding criteria in the 2023-2027 Consolidated Plan for a full description of each of the priorities, objectives and programs.)

- 1. Priority: Creating Inclusive Communities with Affordable Housing:** Creation of affordable housing and preservation of existing affordable housing, including special needs housing. Following the City's 2023-2031 Housing Element, this priority is to maintain and increase the diversity of housing types in all City neighborhoods and preserve/protect its current affordable housing stock.
- 2. Priority: Supporting Persons Experiencing Homelessness** Making homelessness short, rare and non-reoccurring by supporting the work of emergency shelters and funding other basic needs.
- 3. Priority: Sustain or Expand Human Services:** Sustain or expand the high level of basic human needs services for extremely low-, very low-, low- and moderate-income persons and households including but not limited to childcare, mental health and substance abuse services.
- 4. Priority: Improve Public Facilities & Infrastructure:** Improve public and community facilities, including but not limited to increasing accessibility, improving safety, and addressing climate change.
- 5. Priority: Support Economic Development Opportunities:** Provide support for programs and activities that create and preserve job opportunities, as well as reduce barriers to job opportunities for lower income Redwood City residents.
- 6. Priority: General Administration, including serving as a Champion of Fair Housing and Improving Coordination** Redwood City supports and promotes a diverse community of unique neighborhoods where all residents are included and valued, no group is privileged above any other group, and all have opportunity to live in neighborhoods of their choosing.

2. Program Outcomes:

a. Please describe the accomplishments of program goals for FY25/26.

While Redwood City announced an award to Rebuilding Together Peninsula for the 2025-26 program year, the contract has not been signed as of the writing of this proposal.

The execution of the 2024-25 contract was also delayed (signed 12/13/2024). Therefore Redwood City extended RTP's 2024-25 CDBG contract to 12/31/2025 in order to provide a full year for RTP to provide minor home repairs to RWC's low-income homeowners. Since the 2024-25 contract was signed, RTP has completed 4 homes and 2 are planned. Our goal was to serve 5 homes.

You have 952 characters left.

b. In what ways has your program made a difference in the lives of the people you serve? Please provide at least one concrete example from the people served in FY25/26:

RTP's work impacts lives across six domains:

- Safety: Repairs make safer homes that are better prepared for weather and hazards.
- Physical health: We improve the functionality of homes and create homes that promote personal hygiene and overall health.
- Mental health: After repairs, homeowners report improved wellbeing and ability to cope with life's stress.
- Independence: Repairs increase physical mobility and the ability to age in place.
- Economic security: Repairs decrease maintenance costs and improve property value.
- Community: Safe and healthy homes improve relationships with neighbors.

Example:

Carmen, a lab worker at a nearby hospital, and her 82-year-old mother, Magdalena, have lived in their home for 30 years. As their house has started to show its age, they struggle to keep up with the maintenance and repairs. Fortunately, RTP technicians Frank Tjerina and Jesse Leandro were able to help. They installed a new hand railing leading to the front door and in other areas of the house, making it safer to navigate. They also installed LED lighting, grab bars in the shower, and special wiring around the foundation of the house to prevent cats from entering the home.

Carmen had purchased a new part for her broken washing machine, but lacked the tools and skills to install it. Frank took care of that as well. "We fixed the washing machine on a Friday, and when we returned on Monday, Carmen was dancing around the house," Frank said.

You have 9 characters left.

For the Cities of South San Francisco and Redwood City ONLY, answer the following:

3. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list: [Facebook](#), [Instagram](#), [LinkedIn](#), [Youtube](#)
- Other - Please describe:

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

All of RTP's services and documents are provided in English and Spanish. If a homeowner requires another language, RTP utilizes community partners that specialize with that population to serve as translators. In addition, select marketing collateral is offered in multi-lingual formats including RTP's main flyers, brochures and direct mail pieces. RTP also conducts multilingual door-to-door outreach and phone outreach.

You have 575 characters left.

c. How and where are the materials distributed?

In Redwood City and South San Francisco, we make presentations and distribute materials to a variety of nonprofit, government and community organizations (e.g. Fair Oaks & Veterans Memorial Community Centers, Redwood City Human Service Agencies, and Peninsula Family Service). Through our community facility repair program, RTP has developed deep relationships with nonprofits throughout Redwood City and SSF that serve primarily low-income people (e.g. Samaritan House Free Clinic, Kainos, StarVista, St. Francis Center, IHSD, Friends to Parents).

RTP's Safe at Home materials are distributed to low-income homeowners via: distributing fliers to low-income homeowners (e.g. door hangers, fliers in Senior Centers' grab and go lunches), direct mail using "Leads Please", advertising in "Everything South City", referrals from partner organizations, tabling at community events, making presentations to community groups, social media campaigns, and more!

You have 36 characters left.

For San Mateo County ONLY, answer the following:

1. Due to the usage and allocation restrictions, CDBG funding for 26/27 is limited. If CDBG funding is not available for your proposed project, would you be open to accepting funding from a Federal ESG, State ESG or State PLHA grant if your project qualifies? These funding sources are subject to additional requirements and specific reporting compliance, which are outlined in the NOFA and/or will be provided to you by San Mateo County.

Yes, RTP is open to other funding sources.

It is important to note that deliverables will be adjusted based on the date of contract execution. The NOFA states that the County intends to award two year funding contracts. This should help mitigate the need to reduce deliverables if the contract is continuous over the 24 months. However, if the contract execution is delayed, deliverables will be reduced proportionally. For example, contracts are supposed to be executed by July 1, but if the contract is executed October 1, RTP will reduce its deliverables by one fourth, to approximately 22 homes for the first year of the two year contract. For the second year, if the contract is executed on July 1, 2027 or continues from the previous year without interruption, the deliverables will remain at 30 homes.

You have 679 characters left.

2. Describe in detail the scope of work directly related to the requested budget items. Describe the objectives for each activity and the specific tasks that need to be accomplished to achieve those objectives. The description should use the guidelines listed below:

- The purpose and nature of the different services to be offered and where they will be provided;
- The tasks to be performed (outreach, intake, enrollment, day care services, etc.);
- The level of service that will be provided for each activity (identified in a quantifiable unit of service, e.g., number of children cared for per month)

PURPOSE

The Safe at Home program provides no cost home repair services to low-income homeowners.

TASKS

The tasks below will be repeated for each home:

- Homeowner completes application.
- RTP reviews the application, verifies eligibility.
- RTP previews the home to develop a scope of work, focusing on the principles of healthy housing.
- For rehab projects, RTP conducts a Radon test.
- RTP submits documentation (Application, Proof of Income, Income Calculation, Scope of Work and Estimates, signed forms, Radon test results, Wetlands map) to the jurisdiction for review.
- Jurisdiction conducts the Environmental Review.
- Jurisdiction provides RTP "notice to proceed."
- RTP's skilled repair technicians and/or vetted contractors complete the work.
- Homeowner signs off on the completion of the work and RTP conducts final inspection.
- RTP submits reimbursement request to the jurisdiction.

LEVEL OF SERVICE

In each year of the two year contract, RTP will repair 30 homes in the county.

REQUESTED BUDGET ITEMS

- Direct service staff: performing tasks like client intake, previews, creating scopes of work, performing repairs and/or managing subcontractors.
- Mileage: costs related to driving to/from repair sites
- Materials and Subcontractors: costs associated with purchasing construction materials/supplies and/or the costs of hiring vetted subcontractors.
- Admin: bookkeeping, insurance, etc.

You have 26 characters left.

What additional funding has been committed to, or will be utilized for your proposed project?

Please list the funding source and the estimated amount for the project below:

Source	Committed	Proposal Submitted	To Be Determined
Other Federal Funds			
State/Local Funds		\$812,024.00	
Private Funds		\$487,120.00	
Other:			
Total	\$0.00	\$1,299,144.00	\$0.00

End of the San Mateo County section

Attachments

Number of uploaded documents is limited to 60 documents per application
(Upload Instructions)

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [1. CDBG board authorization signed 11.20.25.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [2. RTP 501c3.pdf](#)
- 3. By-laws [3. By-laws Resolution 11-17-11.pdf](#)
- 4. Articles of Incorporation [4. Articles of Incorporation original and amendments.pdf](#)
- 5. Board roster, including: [5. Board Roster 2025-26_LATEST.pdf](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term
- 6. Organizational chart for entire organization [6. RTP Org Chart Jan 2026.pdf](#)
- 7. Financial Documents [7. Audit 24 FINAL FS scanned.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [8. Single Audit Not required 1.2.26.pdf](#)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)
- 9. The following are required: [9a. RTP Org Budget 2025-26.pdf](#)
[9b. FY26-27 RTP agency draft budget.pdf](#)
[9c. FY26-27 SAH draft budget.pdf](#)
 - Current (FY25-26) **Agency** Operating Budget
 - Proposed (FY26-27) **Agency** Operating Budget
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)
- 10. Mission Statement [10. RTP Mission Statement 1.21.25.pdf](#)
- 11. Non-discrimination policy for Staff and Clients [11. 12. RTP non discrimination and accommodations policies - staff and clients 12.2025.pdf](#)
- 12. Reasonable Accommodations Policy for Staff and Clients [11. 12. RTP non discrimination and accommodations policies - staff and clients 12.2025.pdf](#)
- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit) [13. Conflict of interest policy.pdf](#)
- 14. Negotiated Rate Letter.
- 15. Required Exhibits (San Mateo County Only): [15. Exhibit 5. Governing Body Description.pdf](#)
[15. Exhibit 6. Position Bios.pdf](#)

- Exhibit 5: Governing Body Description
- Exhibit 6: Position Bios
- Exhibit 7: Sample Attestation of Financial Compliance

[15. Exhibit 7. attestation of financial compliance - signed.pdf](#)

16. Other -

[16. 2025-26-RTP-Homeowner-Application.pdf](#)

(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Application Submitted by: Joy Dickinson Date: 01/11/2026

Reviewed and accepted by City of South San Francisco:

Sign Here:

Accepted status

Redwood City **No905**

City of San Mateo **No907**

County of San Mateo **No909**

South San Francisco **No911**

Click above to return application to Draft status, and please enter a reason in the box below

Initially submitted: Jan 11, 2026 - 12:33:36

Project Sentinel



City:

[Help with this page](#)

Housing Division
Economic & Community Development
Department
PO Box 711
South San Francisco, CA 94083-0711
Phone: (650) 829-6631
Email: cdbq@ssf.net

[Return to Main Page](#)

Consolidated Community Development Application for FY 2026-27

Redwood City	City of San Mateo	County of San Mateo	South San Francisco
Status:	Status:	Status:	Status: Choose: Program/Project Status: <input type="checkbox"/> Recommended for Funding Amount: <input type="checkbox"/> Subrecipient Budget Revised <input type="checkbox"/> Contract Signed

Comments:

[Email Subrecipients](#)

to see comments from:

- [Click Here](#) to see the Redwood City NOFA and RFP.
- [Click Here](#) to see the City of San Mateo NOFA Instructions.
- [Click Here](#) to see the County of San Mateo NOFA Guidelines.
- [Click Here](#) to see the South San Francisco NOFA.

GENERAL INFORMATION

1. Organization Name: **Project Sentinel, Inc.**
2. Project Title: **Fair Housing**

We are applying for funding from:

Redwood City City of San Mateo South San Francisco County of San Mateo (16 small cities plus unincorporated areas)

Budget/Client Summary (Auto-populated from Budget, below)

Jurisdictions receiving this application	Amount Requested	% of Program Budget	Proposed # of Clients Served	% of Clients Served	Total \$ Per Client	Total Agency Budget
Redwood City	\$15,758.40	1.590	58	23.868	\$271.70	\$1,414,927.27
City of San Mateo	\$26,240.55	2.648	66	27.160	\$397.58	\$1,414,927.27
County of San Mateo	\$36,300.00	3.664	76	31.276	\$477.63	\$1,414,927.27
South San Francisco	\$13,366.50	1.349	43	17.695	\$310.85	\$1,414,927.27
Total	\$91,665.45	9.251	243	100%	\$377.22	\$1,414,927.27

Grant Funded Programs: (choose program type)

- Public Services (Safety net services; shelter operations/essential services; homeless rapid re-housing services; programs that keep people in their homes; etc.)
- Fair Housing
- Microenterprise Assistance
- Minor Home Repair Programs (Nonprofit-administered)
- East Palo Alto Minor Home Repair Program - San Mateo County ONLY

NOTE: If you are applying for Public Facilities Rehab or Housing Projects, this is the wrong application.

After making your selections above, to format the remainder of the application based on your choices.

CDBG National Objective Eligibility - How are you serving low income populations?

- Service to "presumed benefit" groups, as defined by 24 CFR 570.208(a)(2)(i)(A) listed below (income verification not required, but verification of presumed benefit status is required):
 - Abused children
 - Homeless persons
 - Victims of domestic violence
 - Illiterate adults
 - Elderly persons/seniors (age 62+)
 - Persons living with AIDS
 - Severely disabled adults
 - Migrant farm workers
- Service to low income clients verified through income documentation.
- Removal of architectural barriers affecting mobility of seniors or severely disabled adults.
- Minor home repairs for low income households whose incomes are verified. (Client self-certification is not allowed).

Income Verification: Describe how you obtain, verify, and maintain proof of income and presumed benefit status. Third party documentation or client signatures on the certification forms must be available on file for review at all times.

Income verification will be documented through signed certification forms and third-party/source documentation such as pay stubs, SSI award letters, or other public assistance documentation. Backup documentation will be maintained for at least 51% of CDBG-qualifying beneficiaries/clients served, consistent with program requirements. All records will be retained in client files and made available for monitoring and review.

You have 1075 characters left.

3. Project Address: 1615 Hudson St., Ste A City: Redwood City Zip: 94061

4. Provide a one sentence project summary:

Project Sentinel provides countywide fair housing services: outreach and education for residents and housing providers, and complaint intake, investigation, and enforcement to remedy housing discrimination.

Organization Address: 1490 El Camino Real City: Santa Clara Zip: 95050
Organization Phone: 650-321-6291 Website: www.housing.org

Type of Applicant: Select Agency Type

5. Contact Person/Project Admin: Name: Elizabeth Sanchez Title: Fair Housing Director Telephone: 209-499-2626
Contact Email: esanchez@housing.org Fax:

6. Name of Agency Director: Carole Conn

7. Fiscal Officer: Name: Deanne Komush Email: deannek@healthtrust.org Telephone: 408-513-8763
Fiscal Officer Address: 3180 Newberry Drive, Suite 200 City: San Jose Zip: 95118

8. Authorized Signatory: Name: Carole Conn Email: cconn@housing.org Telephone: 408-470-3739
Authorized Signatory Address: 1490 El Camino Real City: Santa Clara Zip: 95050

9. Please provide days and hours of regularly scheduled operation:

Monday–Friday 9:00 a.m.–4:00 p.m.; after-hours appointments available as needed.

10. SAM/UEI Number: E44GRKVXEEN9 (Get a UEI#) **Federal EIN/TIN Number:** 77-0266612

11. Project Specific Narrative: Provide a narrative description of the specific activities to be carried out with the requested funds. This should also include program objectives and key priorities for each specific jurisdiction.

To combat illegal housing discrimination and ensure civil rights protection, Project Sentinel provides comprehensive fair housing services including complaint investigation and enforcement, consultation, information and referral, and community outreach and education. Investigations revealing evidence of discrimination are addressed through education, conciliation, CRD filings, and, when appropriate, private litigation. Complaints are investigated using testing, interviews, surveys, and document review. Education and outreach increase awareness of fair housing rights and responsibilities, and housing providers are offered literature and compliance trainings.

These services support healthy communities and help the County and participating cities meet their obligations to affirmatively further fair housing and comply with state and federal fair housing requirements.

You have 618 characters left.

12A. Assessment of Need - Redwood City: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

The need for fair housing services in Redwood City was identified through Project Sentinel's ongoing intake data, fair housing investigations, and community outreach activities, as well as review of recent U.S. Census and HUD data (2022–2024). Redwood City's high housing costs, limited rental availability, and diverse population increase the risk of housing discrimination, particularly for protected classes including persons with disabilities, families with children, immigrants, and lower-income households. Project Sentinel has documented complaints involving disability accommodations, familial status, and national origin within the city.

Target populations include renters, home seekers, housing providers, and members of protected classes residing in Redwood City. Services are provided citywide. While some legal aid and tenant counseling services exist, Project Sentinel is the primary provider of comprehensive fair housing investigation, enforcement, and education services in the community, ensuring compliance with state and federal fair housing laws.

You have 426 characters left.

12B. Assessment of Need - City of San Mateo: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

Project Sentinel determined the need for fair housing services in the City of San Mateo through analysis of complaint trends, intake data, and community outreach efforts, supplemented by HUD Consolidated Plan data and U.S. Census information (2022–2024). San Mateo's competitive rental market, rising housing costs, and diverse population contribute to ongoing fair housing concerns, particularly related to disability access, reasonable accommodations, familial status, and source of income.

Target populations include renters, prospective tenants, persons with disabilities, families with children, and other protected classes throughout the city. Although tenant counseling and legal services are available locally, Project Sentinel is the only agency providing specialized fair housing testing, investigation, enforcement, and education services, filling a critical gap in the community.

You have 602 characters left.

12C. Assessment of Need - County of San Mateo: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of information. Identify any similar programs in the community.

The need for countywide fair housing services was identified through Project Sentinel's complaint data, investigation outcomes, and outreach activities, as well as review of HUD, CRD, and U.S. Census data (2022–2024). San Mateo County's high housing costs, limited affordable housing, and diverse population increase the likelihood of discrimination affecting protected classes, including people with disabilities, families with children, seniors, and communities of color.

Target populations include renters, home seekers, and housing providers in unincorporated areas of San Mateo County. While some tenant and legal services operate within the county, Project Sentinel is the primary agency conducting fair housing testing, investigations, enforcement, and education in unincorporated jurisdictions, ensuring compliance with fair housing laws.

You have 647 characters left.

12D. Assessment of Need - South San Francisco: Briefly describe how you determined the need for your program for each specific jurisdiction that you are applying for funds. Identify target population(s) and area(s) served. Please state the source(s) and date(s) of

information. Identify any similar programs in the community.

Project Sentinel identified the need for fair housing services in South San Francisco through intake and complaint data, community outreach, and analysis of HUD and U.S. Census data (2022–2024). South San Francisco's strong rental market, proximity to major employment centers, and growing diversity present ongoing risks of housing discrimination, particularly related to disability accommodations, familial status, and national origin.

Target populations include renters, prospective tenants, persons with disabilities, families with children, and other protected classes citywide. While housing counseling and legal resources exist, Project Sentinel remains the only agency providing comprehensive fair housing investigation, enforcement, and education services in South San Francisco.

You have 705 characters left.

13. Timeline: Provide a brief timetable for project implementation and achievement of projected goals and how you plan to expend your funds in a timely manner by the end of the fiscal year.

Project Sentinel will implement services continuously throughout the FY 2026–27 grant period (July 1, 2026–June 30, 2027). During Quarter 1, staff will finalize outreach plans, confirm referral partnerships, and begin intake, investigations, education, and enforcement activities. Quarters 2 and 3 will focus on full service delivery, including complaint investigation, testing, conciliation, CRD filings when appropriate, information and referral, and community education activities. Outreach and training for housing providers and community members will be conducted throughout the year based on identified needs. Quarter 4 will emphasize completion of investigations, reporting, and performance evaluation.

Grant funds will be expended steadily throughout the fiscal year to support personnel, investigation activities, outreach, and administrative costs, ensuring timely use of funds and full expenditure by the end of the grant period.

You have 553 characters left.

14. Evaluation: Briefly describe how you will determine and measure the success of your program and whether or not program goals were met? If your program is currently receiving grant funds please describe accomplishments of goals to date.

Program success will be measured using quantitative and qualitative performance indicators, including number of intakes completed, complaints investigated, cases resolved through education or conciliation, referrals provided, enforcement actions taken, and outreach and training activities conducted. Project Sentinel tracks outcomes using internal case management systems and funder reporting requirements. Progress toward projected goals is reviewed regularly to ensure timely service delivery and compliance.

For ongoing programs, Project Sentinel has consistently met or exceeded performance benchmarks in prior grant years by completing investigations, resolving complaints, and increasing community awareness of fair housing rights and responsibilities. Evaluation results are used to identify trends, improve service delivery, and ensure program effectiveness.

You have 626 characters left.

15. Collaboration: Describe partnerships with other organizations/agencies, the nature of the partnership, and how it relates to the proposed project.

Project Sentinel collaborates with a range of local and regional partners, including legal services organizations, housing counseling agencies, advocacy groups, local jurisdictions, and state agencies such as the California Civil Rights Department. These partnerships support referrals, coordinated enforcement, outreach, and education efforts. Project Sentinel also works with housing providers, property managers, and community-based organizations to deliver fair housing training and resources. Collaboration ensures services are accessible, avoids duplication, and strengthens the overall fair housing system within the service area.

You have 863 characters left.

16. Impact: : Discuss any general trends and conditions that have affected or impacted your service levels or service populations. For New Applicants describe what these funds would allow your agency to do that you may not be able to do now. For Continuing Applicants describe how your program would be impacted without these funds.

Demand for fair housing services continues to increase due to rising housing costs, limited rental availability, and growing awareness of fair housing protections. These trends have resulted in sustained and, in some cases, increased complaint volume, particularly involving disability accommodations, familial status, and source of income discrimination.

For continuing applicants, these funds are essential to maintaining current service levels. Without this funding, Project Sentinel would be forced to reduce investigations, outreach, and education activities, limiting access to fair housing enforcement and increasing the risk of unresolved discrimination. Continued funding ensures timely response to complaints, consistent enforcement of fair housing laws, and ongoing support for affirmatively furthering fair housing within the community.

You have 645 characters left.

17. Project Beneficiaries/Quantifiable Measurement: Indicate the expected number of beneficiaries to be served by the program. For each response below please indicate both the number of households **and** number of individuals. Refer to the San Mateo County Income Limits.

a. Indicate the total number of **low-income** beneficiaries you expect to serve with this program for each jurisdiction application for funding. *Low-income is 80% of Area Median Income or below. [See AMI table](#)

b. Indicate the **total** number of beneficiaries you expect to serve with this program in each jurisdiction - regardless of income.

Jurisdiction	a. Number of low-income beneficiaries to be served per grant jurisdiction application. **Low-income** is 80% of Area Median Income or below.		b. All beneficiaries to be served per grant jurisdiction application regardless of income	
	Persons	Households	Persons	Households
Daly City	12	3	50	20
Redwood City	13	4	58	22
City of San Mateo	12	6	66	26
County of San Mateo	25	8	76	25
South San Francisco	10	4	43	13
Totals	72	25	293	106

18. Populations Served: Check the boxes below if they describe a significant population served by your program. These categories are not considered "presumed benefit" by HUD, and require income verification.

- Persons exiting incarceration
- Low-income youth
- Other

19. Demographics:

a. Use the demographics from your previous program year to provide an analysis of the population you serve relative to the demographics in the table. *NOTE: If you are a new applicant please provide your best estimation.*

Race & Ethnicity	Redwood City Population	Redwood City % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	74,402	100%	13	100%
White and not Hispanic	40,656	54.64%	6	46.154
White and Hispanic	23,557	31.66%	4	30.769

Asian	6,715	9.03%	2	15.385
African American	1,916	2.58%	1	7.692
Pacific Islander	663	0.89%	0	0.000
Native American	384	0.52%	0	0.000
Other	1,511	2.03%	0	0.000

Race & Ethnicity	City of San Mateo Population	City of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	97,207	100%	12	100%
White and not Hispanic	56,183	57.80%	5	41.667
White and Hispanic	25,857	26.60%	3	25.000
Asian	18,372	18.90%	3	25.000
African American	2,041	2.10%	1	8.333
Pacific Islander	2,332	2.40%	0	0.000
Native American	486	0.50%	0	0.000
Other	5,541	5.70%	0	0.000

Race & Ethnicity	County of San Mateo Population	County of San Mateo % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	764,442	100%	25	100%
White and not Hispanic	280,550	36.70%	9	36.000
White and Hispanic	181,937	23.80%	8	32.000
Asian	250,737	32.80%	6	24.000
African American	20,640	2.70%	1	4.000
Pacific Islander	10,702	1.40%	1	4.000
Native American	6,880	0.90%	0	0.000
Other	12,996	1.70%	0	0.000

Race & Ethnicity	South San Francisco Population	South San Francisco % by Ethnicity	Low Income by Ethnicity served by your Program	Your Program % by Ethnicity
Total	63,632	100%	10	100%
White and not Hispanic	23,760	37.34%	3	30.000
White and Hispanic	21,645	34.02%	4	40.000
Asian	23,293	36.61%	2	20.000
African American	1,625	2.55%	1	10.000
Pacific Islander	1,111	1.75%	0	0.000
Native American	395	0.62%	0	0.000
Other	9,598	15.08%	0	0.000

b. Based on the percentages that you indicate your organization served describe your efforts to improve outreach to groups that may be underserved by your program and the result of your efforts, or if your program serves a specific population segment, please explain:

Based on prior program year data, Project Sentinel's fair housing services reach a diverse population that generally reflects the demographics of the jurisdictions served, with higher representation among communities more likely to experience housing discrimination, including Latino households, persons with disabilities, and families with children. Outreach strategies, multilingual materials, partnerships with community-based organizations, and targeted education efforts help ensure access to fair housing services for historically underserved populations. Program data is reviewed regularly to assess service reach and inform outreach strategies.

You have 848 characters left.

20. **Leveraging:** Describe your fundraising efforts and additional sources of revenue for this project and your organization. Please state whether any of these fund sources are already committed and in what amount.

Project Sentinel leverages multiple funding sources to support fair housing services and ensure program sustainability. A key leveraged source is Project Sentinel's Fair Housing Initiatives Program (FHIP) Private Enforcement Initiative (PEI) grant, which is already committed and supports fair housing enforcement, investigation, testing, outreach, and education activities. FHIP PEI funds complement CDBG funding by supporting staff time, investigations, and enforcement activities that benefit residents within the proposed service jurisdictions.

Additional revenue sources include contracts and grants from local jurisdictions, state agencies, and other public funders that support fair housing services, as well as limited private contributions. These funds are coordinated to maximize service delivery, avoid duplication, and ensure compliance with funder requirements. Leveraged funding allows Project Sentinel to maintain consistent staffing levels, respond promptly to complaints, and expand outreach and education efforts beyond what would be possible with CDBG funds alone.

All leveraged funds are either already committed or anticipated based on historical funding patterns and existing agreements.

You have 277 characters left.

Staff List

List below key staff members who work on this program

How many Key Program Staff do you want to list? 10

Position Title	Name of Staff Person	Job Responsibilities	Qualifications
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Executive Director	Carole Conn	Submit and review financial records, conflict of interest, indirect cost rate, provides overall leadership for the organization	33 years in non-profit programming and management, and specifically, over a dozen years of experience in grant management and conceiving, implementing and growing community programs related to housing litigation and mediation projects.
Fair Housing Director	Elizabeth Sanchez	manage project, supervise all grant work, oversight of the overall project; review reports and ensure all deliverables are met; conduct housing provider trainings	Fair Housing Director since July 2023, Assistant Fair Housing Director for one year and Fair Housing Counselor at Project Sentinel since January 2019; ESL Teacher for 4 years. Fluent in Spanish.
Fair Housing Intake Counselor	Jaslynn Wygal	conduct fair housing intake; provide education and counseling on the fair housing laws to callers and clients	2.5 years fair housing experience, BA in Liberal Studies from San Jose State University
Community Outreach Coordinator	Laura Diaz	organize and schedule outreach events, design and arrange for production & translation of new outreach materials, maintain social media accounts and oversee website updates.	An experienced communications and outreach professional with over ten years of experience leading public engagement, bilingual outreach, and community education initiatives. She brings strong skills in campaign development, stakeholder engagement, and event coordination to support fair housing education and awareness efforts.
Staff Attorney	Joanna Navarro	provide legal support to the enforcement program by conducting case analysis, legal research, and drafting documents related to fair housing complaints. This position will also assist with preparing materials for administrative enforcement and litigation, while supporting staff and clients in understanding the legal framework of the Fair Housing Act	A licensed attorney with experience providing legal services and advocacy to low-income clients in housing, eviction defense, and public benefits matters. She has conducted community legal education, drafted pleadings and advocacy letters, and participated in systemic advocacy efforts supporting vulnerable populations.
Managing Attorney	Arthur Tapia	Organize and supervise staff attorneys, provides legal oversight to the program, contributes legal expertise through research, drafting, and editing of fair housing materials, conducts outreach and training sessions for property managers, owners, and other stakeholders to ensure compliance with fair housing laws.	2 years of fair housing work at Project Sentinel. Member of the State Bar since 1996. JD from University of Pennsylvania Law School and BS with distinction from the University of Santa Clara.
Fair Housing Coordinator	TBH	conduct fair housing intake; provide education and counseling on the fair housing laws to callers and clients; assist with reasonable accommodation requests and enforcement work; conduct community outreach.	
Fair Housing Coordinator	Grace Garcia	conduct fair housing intake; provide education and counseling on the fair housing laws to callers and clients; assist with reasonable accommodation requests and enforcement work; conduct community outreach.	Has extensive experience conducting fair housing investigations, systemic testing, and case conciliation related to discrimination, eviction, and reasonable accommodation under state and federal law. She brings advanced analytical, investigative, and reporting skills, supported by a Master of Public Administration and direct experience with HUD-funded and civil rights enforcement projects.

Civil Rights Investigation Coordinator	Sara Dilouya Menashe	conduct fair housing test coordination, including tester recruitment and training; support fair housing investigations through surveys, public records requests, and data analysis; conduct outreach.	Brings extensive experience in bilingual education and client interviewing, with a background that includes legal intake work and classroom instruction in Spanish and English language development. She holds a California Single Subject Teaching Credential and is fluent in English and Spanish, supporting effective communication with diverse communities.
Civil Rights Investigation Coordinator	Nitara Duthie	conduct fair housing test coordination, including tester recruitment and training; support fair housing investigations through surveys, public records requests, and data analysis; conduct outreach.	Brings extensive experience in program management, donor relations, and international advocacy work, with advanced degrees in business and innovation. Previous roles include overseeing fundraising strategies, managing government-funded volunteer initiatives, and facilitating youth leadership programs abroad. Skilled in strategic communication, stakeholder engagement, and program development, with a strong background in advancing equity and social justice initiatives.

PROPOSED PROGRAM BUDGET FOR FY 2026-27

NOTE: Budget line items must clearly identify expense categories. For example "miscellaneous" or "program operations" do not identify the expense. Be specific with budget line items.

Budget Line Item	Redwood City				City of San Mateo		County of San Mateo		South San Francisco		Total Jurisdictions		
	Agency Total	Pgm%	Program Total	%	Requested	%	Requested	%	Requested	%	Requested	Pgm%	Requested
Labor - Lines needed: 1													
Fair Housing Staff	\$840,278.40	82.365	\$692,097.60	1.618	\$11,200.00	2.695	\$18,650.00	3.612	\$25,000.00	1.373	\$9,500.00	9.298	\$64,350.00
Taxes/Benefits	\$142,847.33	82.365	\$117,656.59	1.618	\$1,904.00	2.695	\$3,170.50	3.612	\$4,250.00	1.373	\$1,615.00	9.298	\$10,939.50
Other Direct Costs - Lines needed: 3													
Occupancy	\$61,483.00	32.770	\$20,148.00	0.000		0.000		2.978	\$600.00	0.000		2.978	\$600.00
Communications	\$70,600.00	32.370	\$22,853.00	0.000		0.000		1.313	\$300.00	0.000		1.313	\$300.00
Equipment Rental/Maintenance	\$28,629.00	30.864	\$8,836.00	0.000		0.000		2.546	\$225.00	0.000		2.546	\$225.00
Modified Total Direct Costs (MTDC)	\$1,143,837.73	75.325	\$861,591.19	1.521	\$13,104.00	2.533	\$21,820.50	3.525	\$30,375.00	1.290	\$11,115.00	8.869	\$76,414.50
Indirect cost rate (15% de minimis rate unless the entity has a negotiated indirect rate with the federal government. If you have a negotiated rate, upload the letter in the "other" section of the application upload space and modify the percentage accordingly.)	23.70000%		15%		20.25641%		20.25641%		19.50617%		20.25641%		
Indirect costs	\$271,089.54	47.674	\$129,238.68	2.054	\$2,654.40	3.420	\$4,420.05	4.585	\$5,925.00	1.742	\$2,251.50	11.801	\$15,250.95
Direct Costs Not MTDC - Lines needed: 0													
TOTAL	\$1,414,927.27	70.027	\$990,829.87	1.590	\$15,758.40	2.648	\$26,240.55	3.664	\$36,300.00	1.349	\$13,366.50	9.251	\$91,665.45
Number of Served					58		66		76		43		243
Cost per Individual					\$271.70		\$397.58		\$477.63		\$310.85		\$377.22

Proposed Budget Narrative

Provide detailed responses to costs, such as insurance, admin staff, etc.

The proposed budget supports fair housing services across participating jurisdictions and is primarily driven by personnel costs. Labor expenses include salaries for fair housing staff responsible for intake, complaint investigation, enforcement, testing, outreach, education, and information and referral services, with associated payroll taxes and fringe benefits allocated based on staff time.

Other direct costs include occupancy, communications, and equipment rental and maintenance necessary for program operations. Indirect costs are calculated using Project Sentinel's federally negotiated indirect cost rate (NICRA) of 23.7% and support administrative functions such as fiscal management, HR, insurance, IT, and compliance.

You have 761 characters left.

For the City of Redwood City ONLY, answer the following:

Funding Criteria: Check the most applicable box from the six Consolidated Plan priorities listed below that your program or activity meets and then check the most applicable Option. (Refer to the CDBG & HOME funding criteria in the 2023-2027 Consolidated Plan for a full description of each of the priorities, objectives and programs.)

- 1. Priority: Creating Inclusive Communities with Affordable Housing:** Creation of affordable housing and preservation of existing affordable housing, including special needs housing. Following the City's 2023-2031 Housing Element, this priority is to maintain and increase the diversity of housing types in all City neighborhoods and preserve/protect its current affordable housing stock.
- 2. Priority: Supporting Persons Experiencing Homelessness** Making homelessness short, rare and non-reoccurring by supporting the work of emergency shelters and funding other basic needs.
- 3. Priority: Sustain or Expand Human Services:** Sustain or expand the high level of basic human needs services for extremely low-, very low-, low- and moderate-income persons and households including but not limited to childcare, mental health and substance abuse services.
- 4. Priority: Improve Public Facilities & Infrastructure:** Improve public and community facilities, including but not limited to increasing accessibility, improving safety, and addressing climate change.
- 5. Priority: Support Economic Development Opportunities:** Provide support for programs and activities that create and preserve job opportunities, as well as reduce barriers to job opportunities for lower income Redwood City residents.
- 6. Priority: General Administration, including serving as a Champion of Fair Housing and Improving Coordination** Redwood City supports and promotes a diverse community of unique neighborhoods where all residents are included and valued, no group is privileged above any other group, and all have opportunity to live in neighborhoods of their choosing.

2. Program Outcomes:

a. Please describe the accomplishments of program goals for FY25/26.

During FY 2025/26, Project Sentinel met its program goals for Redwood City by providing fair housing intake, investigation, enforcement, outreach, and information and referral services. Staff investigated fair housing complaints from bona fide complainants, provided testing and enforcement activities when appropriate, and resolved cases through education, conciliation, or referral to CRD. Outreach and education activities increased community awareness of fair housing rights and responsibilities, particularly among protected classes. Information and referral services assisted residents in resolving housing issues and accessing appropriate resources. Program activities supported Redwood City's obligation to affirmatively further fair housing and ensured timely access to fair housing protections.

You have 696 characters left.

b. In what ways has your program made a difference in the lives of the people you serve? Please provide at least one concrete example from the people served in FY25/26:

In FY 2025/26, Project Sentinel assisted a Redwood City tenant with a disability who was denied a reasonable accommodation by a housing provider. Staff conducted an investigation, provided education on fair housing requirements, and engaged in conciliation, resulting in the approval of the accommodation and prevention of further discriminatory practices. This intervention allowed the tenant to remain safely housed and increased the housing provider's understanding of fair housing obligations, benefiting both the individual household and the broader community.

You have 935 characters left.

For the Cities of South San Francisco and Redwood City ONLY, answer the following:

3. Marketing/Advertising

a. Check all of the following methods your agency utilizes to promote and advertise your programs and services:

- Flyers/brochures
- Website
- Phone book listing
- SMC Connect (Handbook/Database)
- Outreach presentations to service providers
- Outreach presentations to public
- PSA's
- Social Media - Please list: [Facebook](#), [Instagram](#), [LinkedIn](#)
- Other - Please describe:

b. Which of the above marketing/advertising materials are available in multi-lingual form and which languages are they available in?

Outreach and educational materials are available in multiple languages, including English and Spanish. Additional languages are provided as needed based on community demand and staff capacity. Language access services, including interpretation and translated materials, are utilized to ensure meaningful access for individuals with limited English proficiency.

You have 640 characters left.

c. How and where are the materials distributed?

Materials are distributed through community outreach events, resource fairs, presentations, partner agencies, housing providers, and local service organizations. Information is also disseminated through Project Sentinel's website, social media platforms, and SMC Connect. Staff provide materials directly to clients during intake, investigations, and consultations to ensure timely access to fair housing information.

You have 583 characters left.

For San Mateo County ONLY, answer the following:

1. Due to the usage and allocation restrictions, CDBG funding for 26/27 is limited. If CDBG funding is not available for your proposed project, would you be open to accepting funding from a Federal ESG, State ESG or State PLHA grant if your project qualifies? These funding sources are subject to additional requirements and specific reporting compliance, which are outlined in the NOFA and/or will be provided to you by San Mateo County.

Yes. Project Sentinel would be open to accepting alternative funding sources such as Federal ESG, State ESG, or State PLHA funding if the proposed project qualifies. The agency has experience managing multiple public funding sources and complying with additional reporting, monitoring, and regulatory requirements. Acceptance of alternative funding would be evaluated to ensure alignment with program goals and capacity to meet all compliance obligations.

You have 1045 characters left.

2. Describe in detail the scope of work directly related to the requested budget items. Describe the objectives for each activity and the specific tasks that need to be accomplished to achieve those objectives. The description should use the guidelines listed below:

- The purpose and nature of the different services to be offered and where they will be provided;
- The tasks to be performed (outreach, intake, enrollment, day care services, etc.);

- The level of service that will be provided for each activity (identified in a quantifiable unit of service, e.g., number of children cared for per month)

Project Sentinel will provide fair housing services throughout San Mateo County, including intake, complaint investigation, enforcement, testing, outreach, education, and information and referral. Services will be delivered from the Redwood City office and throughout the county as needed. Tasks include responding to housing discrimination complaints, conducting investigations and audits, providing fair housing consultations and extended counseling, and conducting targeted outreach to protected groups. The program will serve residents through case investigations, outreach activities, and information and referral services, with service levels based on projected annual performance goals. These activities directly support the requested budget items, primarily personnel and operational costs necessary to deliver fair housing services.

You have 659 characters left.

What additional funding has been committed to, or will be utilized for your proposed project?
Please list the funding source and the estimated amount for the project below:

Source	Committed	Proposal Submitted	To Be Determined
Other Federal Funds	\$5,000.00		
State/Local Funds			
Private Funds			
Other:			
Total	\$5,000.00	\$0.00	\$0.00

End of the San Mateo County section

Attachments

Number of uploaded documents is limited to 60 documents per application
([Upload Instructions](#))

ALL attachments below are **REQUIRED** in order to submit your application, and your application WILL NOT be able to be submitted with missing attachments! Please take this into consideration when timing your submission of this application. The documents you need to upload are checked below. If you have other attachments you would like to include, please check one of the Other boxes below and identify the Attachment in the box. If you are unable to upload any of the attachments, contact the CDBG Manager of the appropriate jurisdiction at least one day prior to submitting your application.

- 1. Resolution authorizing application and designation of signatory, by the Board of Directors [2025-26 Board Resolution Authorizing Carole Conn.pdf](#)
- 2. Proof of 501(c)3 / tax-exempt status [IRS non_profit_status_certificate.pdf](#)
- 3. By-laws [PS By-Laws amended 2011.pdf](#)
- 4. Articles of Incorporation [PS Art. of Corporation.pdf](#)
- 5. Board roster, including: [Board Roster 25-26.pdf](#)
 - Name, Company, Years on Board
 - Meeting dates for previous 12 months
 - Number of years allowed for each board term
- 6. Organizational chart for entire organization [2025 PS Organization Chart.pdf](#)
- 7. Financial Documents [2 Project Sentinel Inc. - Audited Financial Statements 063024.pdf](#)
 - Certified financial audit no more than one (1) fiscal year old, prepared by a CPA.
 - Management letters
- 8. Federal Single Audit: 2 CFR Part 200, Subpart F Single Audit (for entities that receive more than \$1,000,000 in federal funding) [Signed Certification Letter.pdf](#)
 - OR a letter from your Executive Director or Corporate Financial Officer certifying that agency does not receive more than \$1,000,000 in federal funds and is not subject to the Single Audit requirement. [Example single audit](#)
- 9. The following are required: [current.pdf](#)
 - Current (FY25-26) **Agency** Operating Budget [rwc.pdf](#)
 - Proposed (FY26-27) **Agency** Operating Budget [preliminary_FY26.27_budget_-_subject_to_board_approva.pdf](#)
 - Current (FY25-26) **Program** Operating Budget (Redwood City Only)
- 10. Mission Statement [Mission Statement.pdf](#)
- 11. Non-discrimination policy for Staff and Clients [Notice of Non Discrimination Equal Employment Opportunity Policy.doc](#)
- 12. Reasonable Accommodations Policy for Staff and Clients [reasonable_accommodation_statement.doc](#)
- 13. Conflict of Interest Policy. (If not available, please indicate when you will submit) [Conflict_of_Interest.docx](#)
- 14. Negotiated Rate Letter. [FY2025-26 Letter of Agreement for ICR 23.7 Project Sentinel Inc NICRA.pdf](#)
- 15. Required Exhibits (San Mateo County Only):
 - Exhibit 5: Governing Body Description [Exhibit 5 Governing Body Description.docx](#)
 - Exhibit 6: Position Bios [Exhibit 7 Attestation of Financial Compliance.pdf](#)
 - Exhibit 7: Sample Attestation of Financial Compliance [Exhibit 6 Position Bios.docx](#)
- 16. Other -

(Your application will be saved)

Disclosure for federally-funded applications:

By submitting an application, the applicant acknowledges and agrees (i) the projects selected under this NOFA are federally funded; (ii) conditions applicable to such funding may be modified at any time by the federal government which may affect or cause discontinuance of such funding; (iii) if the applicant is selected, the reimbursement of projects thereafter is contingent on the continued availability of such funding.

Jurisdictions reserve the right to add to the subrecipient agreements additional restrictions, limitations, or conditions imposed by the federal government in the future that may affect the terms and conditions of this NOFA and the subrecipient funding agreement.

Application Submitted by: Sara Cottrell Date: 01/08/2026

Reviewed and accepted by City of South San Francisco:

Sign Here:

Accepted status

Redwood City **No905**

City of San Mateo **No907**

County of San Mateo **No909**

South San Francisco **No911**

Click above to return application to Draft status, and please enter a reason in the box below

Initially submitted: Jan 8, 2026 - 13:56:41