

Grant Application Package Submissions

Submission Date: January 16, 2026

This document contains three distinct mock grant application packages for the San Mateo County Housing Authority, as requested.

- [Application 1: Affordable Housing Development \(Strong\)](#)
- [Application 2: CDBG Project \(Average\)](#)
- [Application 3: ESG Project \(Borderline\)](#)

NOTICE OF FUNDING AVAILABILITY (NOFA)

Affordable Housing Development Grant

Project Title:

The Bayshore Gateway Residences

Applicant Organization:

Peninsula Housing Partners

Total Funds Requested:

\$7,500,000

Date of Submission:

January 16, 2026

Submitted to:

San Mateo County Department of Housing
Page 1

Table of Contents

- Section 1: Applicant Information
- Section 2: Executive Summary
- Section 3: Organizational Capacity
- Section 4: San Mateo County Housing Need Analysis
- Section 5: Project Description
- Section 6: Site Control & Readiness
- Section 7: Environmental Review Status
- Section 8: Development Timeline
- Section 9: Budget Narrative
- Section 10: Detailed Line-Item Budget
- Section 11: Sources & Uses Statement
- Section 12: Match Funding Documentation
- Section 13: Risk Assessment & Mitigation
- Section 14: Performance Metrics (HUD-Aligned)
- Section 15: Monitoring & Reporting Plan
- Section 16: Sustainability Plan
- Section 17: Compliance Certifications
- Section 18: Attachments Index

Section 1: Applicant Information

Legal Name of Applicant	Peninsula Housing Partners
Federal Tax ID (EIN)	98-7654321
DUNS Number	123456789
Mailing Address	100 Peninsula Way, Redwood City, CA 94063
Primary Contact Person	Dr. Eleanor Vance, Executive Director
Title	Executive Director
Email	e.vance@peninsulahousingpartners.org
Phone	(650) 555-2026
Type of Organization	501(c)(3) Non-Profit Corporation
Date of Incorporation	June 12, 2005

Section 2: Executive Summary

Peninsula Housing Partners (PHP), a 501(c)(3) non-profit organization with over 18 years of experience in developing and managing affordable housing in San Mateo County, respectfully requests \$7,500,000 from the San Mateo County Department of Housing's Affordable Housing Development Grant. These funds will serve as crucial gap financing for the construction of The Bayshore Gateway Residences, a new 85-unit affordable rental housing development located in South San Francisco.

The proposed project directly addresses the severe housing crisis documented in San Mateo County. As highlighted in the California Housing Partnership's 2025 Affordable Housing Needs Report, there is a staggering shortfall of 22,954 affordable homes for low-income renters in the county. Furthermore, 81% of extremely low-income (ELI) households are severely cost-burdened, spending over half their income on housing. The Bayshore Gateway Residences will provide safe, high-quality, and affordable homes for families and individuals earning between 30% and 60% of the Area Median Income (AMI), with 15 units specifically set aside for formerly homeless individuals and families, supported by comprehensive on-site services.

The total development cost is projected to be \$68,450,000. PHP has already secured commitments for over 88% of the required funding, including a significant allocation of Low-Income Housing Tax Credits (LIHTC), a senior loan from a major financial institution, and a capital contribution from our own reserves. The requested \$7,500,000 from the County is the final piece of the capital stack needed to commence construction in Q3 2026.

The project site is fully entitled, with site control secured via a long-term ground lease. All preliminary environmental reviews are complete, indicating a Categorical Exemption under CEQA. PHP has a proven track record of delivering complex affordable housing projects on time and on budget. Our experienced development team, strong financial position, and robust community partnerships ensure the successful completion and long-term viability of The Bayshore Gateway Residences. This project aligns perfectly with the goals of the County's 2023-2031 Housing Element by creating a significant number of new affordable units, particularly for the most vulnerable populations, in a transit-rich, high-opportunity area.

Section 3: Organizational Capacity

Founded in 2005, Peninsula Housing Partners (PHP) is dedicated to creating and preserving high-quality affordable housing and providing supportive services to foster stable, vibrant communities throughout San Mateo County. Our organization possesses the financial strength, experienced personnel, and proven track record necessary to successfully execute the proposed Bayshore Gateway Residences project.

3.1 History and Mission

PHP's mission is to combat housing instability and homelessness by developing affordable housing and empowering residents. Over the past 18 years, we have developed or preserved over 1,200 units of affordable housing across the county, serving more than 3,000 low-income residents annually. Our work is grounded in a commitment to fiscal responsibility, sustainable building practices, and resident-centered service delivery.

3.2 Relevant Experience and Past Performance

PHP has successfully completed seven new construction affordable housing projects and four acquisition/rehabilitation projects in San Mateo County. Our portfolio demonstrates our expertise in navigating complex financing structures, including 4% and 9% LIHTC, tax-exempt bonds, and multiple layers of local, state, and federal funding. Notable recent projects include:

- **The Redwood Creek Apartments (Redwood City, 2022):** A 110-unit new construction project for families,

financed with 4% LIHTC and tax-exempt bonds. The project was fully leased within 60 days of completion and remains at 100% occupancy.

- **Pacifica Senior Homes (Pacifica, 2019):** A 75-unit acquisition and rehabilitation of an aging senior housing complex, preserving affordability for another 55 years. This project utilized a complex syndication of LIHTC and historic tax credits.
- **East Palo Alto Scholars House (East Palo Alto, 2017):** A 50-unit development providing stable housing for low-income students and their families, coupled with after-school tutoring and college prep services.

Our organization consistently meets all reporting and compliance requirements for our funders, including HUD, HCD, and the San Mateo County Department of Housing. Our most recent financial audit, completed by Armanino LLP for Fiscal Year 2024, was unqualified (see Attachment 6 for summary).

3.3 Staffing and Management

PHP is led by a highly experienced senior management team with decades of collective experience in affordable housing development, finance, and property management. The project will be directly overseen by our Director of Real Estate Development, Mr. David Chen, who has successfully managed over \$500 million in affordable housing development. The Executive Director, Dr. Eleanor Vance, provides strategic oversight and has over 25 years of experience in the non-profit sector.

Our property management subsidiary, PHP Management, will manage the property upon completion, ensuring long-term financial health and high-quality living conditions for residents. PHP Management has a strong track record of maintaining occupancy rates above 98% across our portfolio and providing excellent resident services.

Please refer to Attachment 2 for our Organizational Chart and Attachment 3 for key staff resumes.

Section 4: San Mateo County Housing Need Analysis

The Bayshore Gateway Residences project is a direct and urgent response to the well-documented and severe affordable housing crisis in San Mateo County. The disparity between housing costs and resident incomes has reached critical levels, placing immense pressure on low-income households, essential workers, and vulnerable populations.

4.1 The Affordability Gap

San Mateo County is one of the most expensive housing markets in the United States. According to data from Redfin and the California Association of Realtors, the median home price in the county consistently exceeded \$1.5 million throughout 2025, with some reports placing it as high as \$2.0 million. The rental market is equally prohibitive. The California Housing Partnership's (CHP) 2025 Needs Report states that the average monthly asking rent in San Mateo County is \$3,463. To afford this rent without being cost-burdened (spending no more than 30% of income on housing), a household must earn \$138,520 annually, or an hourly wage of \$66.59. This is nearly four times the City of San Mateo's minimum wage, creating an insurmountable barrier for a vast segment of the population, including childcare workers, medical assistants, and retail salespersons, whose median wages fall far short of this requirement.

4.2 Severe Cost Burden and Housing Shortfall

The consequences of this affordability gap are stark. The CHP report reveals a shortfall of 22,954 affordable and available rental homes for low-income households in the county. This scarcity forces families into untenable financial situations. An alarming 81% of Extremely Low-Income (ELI) households (those earning below 30% AMI) are severely cost-burdened, spending more than half of their income on housing. This leaves little for other necessities like food, healthcare, and transportation, perpetuating cycles of poverty and instability. United Way Bay Area corroborates this, noting that 95,558 households in the county are housing burdened.

4.3 Target Population and Demographics

The Bayshore Gateway Residences is designed to serve the households most impacted by this crisis. The project will target families and individuals earning between 30% and 60% of AMI. This includes a diverse cross-section of the San Mateo County community. According to 2023 Census data, the county is home to a diverse population: 35.8% White, 30.5% Asian, and 25.3% Hispanic/Latino. A significant portion of the population is foreign-born (35.6%), and over 45% of households speak a language other than English at home. Our project's outreach, lottery, and management practices will be culturally competent and linguistically accessible to ensure equitable access for all community members.

Furthermore, by setting aside 15 units for individuals and families who have experienced homelessness, the project directly addresses a key priority for the County. The 2024 data showed only 1,551 interim housing beds available, a supply that is insufficient for the need. Providing permanent supportive housing is the most effective and humane solution to homelessness, and this project contributes meaningfully to that goal.

In conclusion, the data presents an undeniable case for the development of new affordable housing. The Bayshore Gateway Residences will provide 85 households with the stability and security of an affordable home, alleviating severe cost burdens and contributing to the health and diversity of the San Mateo County community.

Section 5: Project Description

5.1 Project Overview

The Bayshore Gateway Residences will be a new, high-quality, 85-unit affordable rental apartment community located at 123 Industrial Way, South San Francisco, CA. The project consists of a single five-story building with a mix of one-, two-, and three-bedroom apartments, constructed over a one-level podium concrete parking garage.

The development is designed to provide permanent, affordable housing for low-income households. The unit mix and affordability levels are as follows:

Unit Type	Number of Units	Target AMI	Special Population
1-Bedroom	25	30-50%	5 units for PSH*
2-Bedroom	40	40-60%	7 units for PSH*
3-Bedroom	20	40-60%	3 units for PSH*
Total	85		15 PSH* Units

**PSH: Permanent Supportive Housing for formerly homeless individuals/families, referred through the County's Coordinated Entry System.*

5.2 Architectural Design and Amenities

The building is designed by the award-winning firm, Gelfand Partners Architects, with a focus on sustainability, durability, and community. The design will be GreenPoint Rated Gold, incorporating energy-efficient appliances, high-performance windows, solar panels for common area electricity, and low-water landscaping.

Resident amenities are designed to foster community and support resident well-being. These include:

- A 2,500 sq. ft. community room with a shared kitchen for events and classes.
- A computer lab with free internet access for residents.
- A dedicated office for on-site supportive service staff.
- A central courtyard with a children's play structure and community garden plots.
- Secure bicycle storage for 90 bicycles.
- On-site laundry facilities on each residential floor.
- 88 parking spaces in a secure garage, including 10 EV-ready stalls.

5.3 Supportive Services

PHP is committed to providing a robust supportive services program to ensure resident stability and success. A full-time Resident Services Coordinator will be based on-site to provide case management, resource connection, and community-building activities for all residents. For the 15 PSH units, PHP will partner with the non-profit service provider, LifeMoves, to deliver intensive case management services tailored to the needs of formerly homeless households. Services will include financial literacy training, employment assistance, connection to healthcare and mental health services, and after-school programs for children.

5.4 Property Management

Upon completion, The Bayshore Gateway Residences will be professionally managed by PHP Management, our in-house property management arm. An on-site property manager will handle day-to-day operations, leasing, maintenance, and compliance. This integrated approach ensures seamless coordination between property management and supportive

services, creating a stable and supportive environment for all residents.

Section 6: Site Control & Readiness

6.1 Site Description

The proposed project is located on a 1.1-acre parcel at 123 Industrial Way, South San Francisco, CA (APN: 018-150-030). The site is currently an underutilized surface parking lot. It is ideally situated in a mixed-use neighborhood with excellent access to public transit, services, and employment opportunities. The South San Francisco Caltrain station is 0.6 miles away, and multiple SamTrans bus lines operate within a two-block radius. A grocery store, pharmacy, public library, and elementary school are all within a one-mile radius of the site.

6.2 Site Control

Peninsula Housing Partners has secured full and exclusive site control. On October 15, 2025, PHP entered into a 99-year ground lease agreement with the property owner, The Thompson Family Trust. The terms of the lease are favorable for affordable housing development and are contingent upon securing the necessary financing for construction. A copy of the executed Memorandum of Ground Lease is available for review upon request.

6.3 Zoning and Entitlements

The project is "shovel-ready" from a land use perspective. The site is zoned MU-C (Mixed-Use Corridor), which allows for high-density residential development. The project as

designed is fully compliant with all zoning requirements, including density, height, and setbacks.

On December 5, 2025, the City of South San Francisco Planning Commission granted full discretionary approval for the project, including Design Review and a Density Bonus for providing affordable housing. All appeal periods have passed, and the project entitlements are final and vested. This eliminates any land use risk and allows the project to proceed directly to building permit application upon closing of construction financing.

Please refer to **Attachment 5: Site Map & Zoning Conformance Letter** for a map of the project site and a letter from the South San Francisco Planning Department confirming zoning compliance and entitlement status.

6.4 Utility Access

The site has excellent access to all necessary public utilities. Water and sewer connections are available at the property line from the City of South San Francisco. Electrical and gas service will be provided by Pacific Gas & Electric (PG&E). "Will-serve" letters from all relevant utility providers have been obtained and are on file.

Section 7: Environmental Review Status

7.1 CEQA Compliance

In accordance with the California Environmental Quality Act (CEQA), a preliminary environmental assessment was conducted as part of the entitlement process with the City of South San Francisco. Based on this assessment, the City determined that the project qualifies for a Class 32 Categorical Exemption (In-Fill Development Projects) under CEQA Guidelines Section 15332.

The project meets all conditions for this exemption:

- It is consistent with the applicable general plan and zoning designations.
- It is located within city limits on a site of less than five acres, substantially surrounded by urban uses.
- The project site has no value as habitat for endangered, rare, or threatened species.
- It will not result in any significant effects relating to traffic, noise, air quality, or water quality.
- The site can be adequately served by all required utilities and public services.

A Notice of Exemption (NOE) was filed with the San Mateo County Clerk by the City of South San Francisco on December 6, 2025. The 35-day statute of limitations for legal challenges has expired, and the CEQA determination is now final.

7.2 NEPA Compliance

As the project anticipates using federal funds (via potential future Project-Based Vouchers), compliance with the National Environmental Policy Act (NEPA) is required. A Phase I Environmental Site Assessment (ESA) was completed by Terracon Consultants, Inc. on November 10, 2025. The Phase I ESA identified no Recognized Environmental Conditions (RECs) on the subject property. The report concluded that no further investigation (i.e., a Phase II ESA) is warranted.

Based on the Phase I ESA and the nature of the project (infill residential), it is anticipated that the project will qualify for a Categorical Exclusion subject to 24 CFR 58.5. Peninsula Housing Partners will work with the County of San Mateo, as the responsible entity, to complete the NEPA review process and obtain the Authority to Use Grant Funds (AUGF) prior to the commitment of any County or federal funds for construction activities. All necessary documentation, including the Phase I ESA, is prepared for submission to the County's environmental review staff.

Section 8: Development Timeline

The Bayshore Gateway Residences project is shovel-ready, with all major pre-development milestones completed. The following timeline represents a realistic and achievable schedule for project completion, contingent upon securing the final funding commitment from the San Mateo County Department of Housing by March 2026.

Milestone	Start Date	End Date	Status
Site Identification & Feasibility	Q1 2024	Q2 2024	Completed
Architectural Design (Schematic)	Q3 2024	Q4 2024	Completed
Secure Site Control (Ground Lease)	Q4 2025	Q4 2025	Completed
Environmental Review (Phase I ESA, CEQA NOE)	Q4 2025	Q4 2025	Completed
Secure City Entitlements	Q3 2025	Q4 2025	Completed
LIHTC & Tax-Exempt Bond Application	Q1 2025	Q3 2025	Completed (Awarded)
Secure Senior Debt Commitment	Q4 2025	Q1 2026	Completed (Commitment Letter Received)

County Housing Grant Application	Q1 2026	Q1 2026	Submitted
Complete Construction Documents	Q1 2026	Q2 2026	In Progress
Submit for Building Permits	Q2 2026	Q3 2026	Pending
Finalize Partnership & Syndication Agreements	Q2 2026	Q3 2026	Pending
Construction Loan Closing	Q3 2026	Q3 2026	Pending
Construction Start	Q3 2026	-	Pending
Construction Period (24 months)	Q3 2026	Q3 2028	Pending
Lease-Up & Occupancy	Q3 2028	Q4 2028	Pending
Project Completion & Stabilization	Q4 2028	Q1 2029	Pending

Section 9: Budget Narrative

The total development cost for The Bayshore Gateway Residences is **\$68,450,000**. The budget has been meticulously prepared by PHP's experienced development team, in consultation with our general contractor (Cahill Contractors LLC) and architect, based on current market conditions and costs for similar projects in the Bay Area. The requested grant of **\$7,500,000** from the San Mateo County Department of Housing represents a critical 11% of the total project cost, bridging the final financing gap and enabling the project to proceed to construction.

9.1 Development Costs (Uses)

Acquisition: \$0. As the project is being developed on a long-term ground lease, there is no acquisition cost. Lease-up costs are capitalized into the project budget.

Hard Construction Costs (\$48,500,000): This is the largest component of the budget, representing the direct cost of construction. It includes all site work, shell construction, interior finishes, and landscaping. The figure is based on a guaranteed maximum price (GMP) estimate from Cahill Contractors and includes a 7% construction contingency (\$3,182,243) to mitigate potential overruns.

Architecture & Engineering (\$3,900,000): These "soft costs" cover all design, engineering (structural, mechanical, electrical, civil), and permitting fees. This includes fees for Gelfand Partners Architects and our full consultant team.

Financing Costs (\$2,850,000): This line item includes all costs associated with securing and servicing the construction

loan and other financing, such as loan fees, interest reserves, bond issuance costs, and tax credit syndication fees.

Developer Fee (\$4,200,000): The developer fee is calculated in accordance with TCAC (California Tax Credit Allocation Committee) regulations and is standard for a project of this scale and complexity. A significant portion of this fee will be deferred and contributed back into the project as a source of funds, demonstrating PHP's commitment.

Other Soft Costs & Reserves (\$9,000,000): This category includes a wide range of necessary project costs, such as legal fees, insurance, marketing and lease-up costs, consultant fees (environmental, market study), and the initial funding of operating and replacement reserves required by lenders and investors. This ensures the long-term financial and physical health of the property from day one.

9.2 Funding Sources

The project is supported by a strong, diverse capital stack. Over 88% of funding has been secured or committed:

4% LIHTC Equity (\$38,750,000): We have received a 2025 allocation of 4% Federal Low-Income Housing Tax Credits and tax-exempt bonds from the California Debt Limit Allocation Committee (CDLAC). We have a firm commitment letter from our syndicator, Enterprise Community Partners, for this equity investment.

Tax-Exempt Bond Loan (\$18,000,000): This is the senior debt for the project, provided by Bank of America, N.A. The loan is supported by the tax-exempt bonds. A commitment letter is in hand.

Deferred Developer Fee (\$2,500,000): PHP is contributing a substantial portion of its developer fee as permanent financing, reducing the need for outside subsidy and demonstrating our deep commitment to the project's success.

PHP Capital Contribution (\$1,700,000): PHP is making a direct cash contribution from our organizational reserves, further demonstrating our financial strength and commitment.

Requested County Grant (\$7,500,000): The requested funds from San Mateo County are the final, critical component. This gap financing is essential to cover the portion of development costs not supported by the debt and equity sources. Without this funding, the project is not financially feasible and cannot proceed.

Section 10: Detailed Line-Item Budget

The following table provides a detailed breakdown of project costs. A comprehensive 15-year operating pro forma is included as **Attachment 1**.

Cost Category	Line Item	Cost	Cost Per Unit
I. Hard Costs	Site Work & Utilities	\$3,500,000	\$41,176
	Building Construction (incl. podium)	\$41,817,757	\$491,974
	General Requirements & Contractor OH&P	\$0	(Included in above)
	Hard Cost Contingency (7%)	\$3,182,243	\$37,438
	Subtotal Hard Costs	\$48,500,000	\$570,588
II. Soft Costs	Architectural & Engineering	\$3,900,000	\$45,882
	Permits & Fees	\$2,100,000	\$24,706
	Legal & Accounting	\$650,000	\$7,647

	Construction & Perm. Loan Fees	\$1,100,000	\$12,941
	Construction Period Interest	\$1,750,000	\$20,588
	Taxes, Insurance, Title	\$850,000	\$10,000
	Consultants (Market, Environmental, etc.)	\$450,000	\$5,294
	Subtotal A&E, Financing, etc.	\$10,800,000	\$127,059
III. Developer & Other Costs	Developer Fee (Earned)	\$4,200,000	\$49,412
	Marketing & Lease-Up	\$350,000	\$4,118
	Initial Operating Reserve	\$600,000	\$7,059
	Replacement Reserve (Initial Deposit)	\$200,000	\$2,353
	FF&E (Furniture, Fixtures & Equipment)	\$3,800,000	\$44,706
	TOTAL DEVELOPMENT COST	\$68,450,000	\$805,294

Section 11: Sources & Uses Statement

This statement summarizes the flow of funds for the project, demonstrating that all planned uses of funds are fully covered by committed and requested sources.

Sources of Funds

Source	Amount	% of Total	Status
Bank of America, N.A. (Tax-Exempt Bond Loan)	\$18,000,000	26.3%	Committed
LIHTC Equity (Enterprise Community Partners)	\$38,750,000	56.6%	Committed
Deferred Developer Fee	\$2,500,000	3.7%	Committed
PHP Capital Contribution	\$1,700,000	2.5%	Committed
San Mateo County Housing Grant	\$7,500,000	11.0%	Requested
Total Sources	\$68,450,000	100.0%	

Uses of Funds

Use Category	Amount	% of Total
Hard Costs (incl. contingency)	\$48,500,000	70.8%
Architecture, Engineering, Financing & Permits	\$10,800,000	15.8%
Developer Fee	\$4,200,000	6.1%
Reserves, Marketing, FF&E & Other	\$4,950,000	7.2%
Total Uses	\$68,450,000	100.0%

Section 12: Match Funding Documentation

Peninsula Housing Partners has secured firm commitments for **\$60,950,000** in matching funds, representing **89%** of the total project cost. This high level of leverage demonstrates the financial viability of the project and the confidence of major financial partners in PHP's ability to execute. The requested County funds will leverage these existing commitments at a ratio of over 8:1.

Documentation for these commitments is provided as follows:

- **LIHTC Equity & Tax-Exempt Bonds (\$38,750,000 & \$18,000,000):** A commitment letter from Enterprise Community Partners (syndicator) and Bank of America, N.A. (lender/bond purchaser) is included in the Letters of Support section (Attachment 4). This single letter confirms the terms for both the senior debt and the equity investment derived from the tax credits.
- **Deferred Developer Fee (\$2,500,000):** This is an internal commitment from Peninsula Housing Partners. A resolution from our Board of Directors, dated January 5, 2026, authorizing this contribution is included in Attachment 4.
- **PHP Capital Contribution (\$1,700,000):** This is a cash contribution from PHP's organizational reserves. The aforementioned Board Resolution also authorizes this expenditure, and our audited financial statements (Attachment 6) confirm sufficient unrestricted net assets to cover this commitment.

All matching funds are committed, contingent only on securing the remaining gap financing (this request) and other

standard closing conditions. There are no outstanding financial contingencies that pose a risk to the project.

Section 13: Risk Assessment & Mitigation

Peninsula Housing Partners employs a proactive risk management strategy. We have identified potential risks to the project and have established clear mitigation strategies for each.

Risk Category	Potential Risk	Likelihood	Impact	Mitigation Strategy
Construction	Cost overruns due to material price volatility or labor shortages.	Medium	Medium	<ul style="list-style-type: none">- Secured a GMP-style contract with Cahill Contractors.- Included a 7% hard cost contingency (\$3.18M).- PHP has a strong relationship with the contractor and will hold weekly OAC meetings to monitor budget.
Construction	Schedule delays due	Medium	Medium	<ul style="list-style-type: none">- Timeline includes a

	to supply chain issues or unforeseen site conditions.			built-in float. - Contractor will pre-order long-lead items. - Geotechnical report is complete and shows no adverse conditions.
Financing	Interest rate fluctuation prior to closing.	Low	Medium	- Senior loan commitment from Bank of America includes a locked interest rate range. - Interest rate reserve is conservatively budgeted.
Financing	Failure to secure this grant request.	Low	High	- This application is the primary mitigation. The project is not feasible without this funding. We have prepared a strong, competitive application.
Lease-Up & Operations	Slower-than-projected lease-up.	Low	Low	- The documented need for affordable

				housing is immense (shortfall of 22,954 units). - PHP will begin marketing 6 months prior to completion. - A robust marketing and outreach plan is in place.
Lease-Up & Operations	Operating expenses exceed projections.	Medium	Low	- Operating pro forma is based on PHP's portfolio of similar buildings in San Mateo County. - An initial operating reserve (\$600k) and replacement reserve (\$200k) are funded at closing. - Sustainable building design will lower long-term utility and maintenance costs.

Section 14: Performance Metrics (HUD-Aligned)

Peninsula Housing Partners will track and report on a series of key performance indicators to measure the project's success and ensure accountability. These metrics align with HUD standards and the goals of the San Mateo County Department of Housing.

14.1 Development & Construction Phase Metrics

- **Output 1:** Number of affordable housing units created.
 - **Target:** 85 total units (25 one-bedroom, 40 two-bedroom, 20 three-bedroom).
- **Output 2:** Number of units created for specific income levels.
 - **Target:** 20 units at or below 30% AMI; 35 units at 31-50% AMI; 30 units at 51-60% AMI.
- **Output 3:** Number of units set aside for special needs populations.
 - **Target:** 15 units for formerly homeless households.
- **Output 4:** Adherence to budget and timeline.
 - **Target:** Project completed within the total development budget of \$68,450,000 and by the Q3 2028 completion date.

14.2 Operational & Occupancy Phase Metrics (Annual)

- **Outcome 1:** Provide decent, safe, and affordable housing.

- **Indicator 1a:** Occupancy Rate. **Target:** Maintain ≥97% occupancy.
- **Indicator 1b:** Unit Turnover Rate. **Target:** Less than 10% annually.
- **Indicator 1c:** Percentage of households with rent burden at or below 35% of income. **Target:** 100%.
- **Outcome 2:** Improve housing stability for vulnerable populations.
 - **Indicator 2a:** Percentage of residents in PSH units who remain housed for at least 12 months. **Target:** ≥90%.
 - **Indicator 2b:** Number of residents connected to supportive services (e.g., healthcare, job training). **Target:** Track and report quarterly.
- **Outcome 3:** Ensure long-term financial viability.
 - **Indicator 3a:** Debt Coverage Ratio (DCR). **Target:** Maintain DCR of at least 1.20.
 - **Indicator 3b:** Timely submission of all required financial and compliance reports. **Target:** 100% on-time submission.

Section 15: Monitoring & Reporting Plan

Peninsula Housing Partners is committed to full transparency and accountability to the San Mateo County Department of Housing. We will adhere to all reporting requirements outlined in the grant agreement.

15.1 Construction Phase Reporting

During the construction period, PHP will provide the County with the following:

- **Quarterly Progress Reports:** These reports will be submitted within 30 days of the end of each calendar quarter. They will include a narrative update on construction progress, photos of the site, a summary of funds expended, an updated project timeline, and a statement on progress towards performance metrics.
- **Draw Requests:** All requests for disbursement of grant funds will be accompanied by detailed documentation of eligible costs incurred, including invoices, lien waivers, and a summary report from the project architect or construction manager.

15.2 Operational Phase Reporting

Following project completion and stabilization, PHP will provide the County with the following on an annual basis for the duration of the affordability period:

- **Annual Performance Report:** Submitted within 90 days of the end of each fiscal year, this report will provide data on all performance metrics outlined in

Section 14. This includes a certified rent roll, summary of resident demographics, data on supportive service utilization, and a narrative on property operations.

- **Annual Audited Financial Statements:** PHP will provide a copy of its organization-wide annual audit, prepared by a certified public accountant, which includes the financial performance of The Bayshore Gateway Residences.

15.3 Data Collection and Management

Data will be collected and managed using Yardi Voyager, our property management and accounting software. This system allows for precise tracking of tenant information, rent payments, maintenance requests, and financial performance. Data on supportive services will be managed in a separate, confidential database (HMIS-compliant for PSH units) by our service provider partners. All data will be aggregated and anonymized for reporting purposes to protect resident privacy.

15.4 Site Visits

PHP welcomes and will facilitate site visits by County staff at any time during the construction and operational phases, with reasonable advance notice.

Section 16: Sustainability Plan

Peninsula Housing Partners is committed to the long-term environmental, financial, and social sustainability of The Bayshore Gateway Residences.

16.1 Environmental Sustainability

The project is designed to achieve a GreenPoint Rated Gold certification. Key green building features include:

- **Energy Efficiency:** The project will exceed California's Title 24 energy standards by at least 15%. This will be achieved through a high-performance building envelope, high-efficiency HVAC systems, LED lighting throughout, and ENERGY STAR certified appliances in all units.
- **Renewable Energy:** A photovoltaic (solar panel) system will be installed on the roof to offset 100% of the common area electricity load, reducing operating costs and the project's carbon footprint.
- **Water Conservation:** Low-flow plumbing fixtures (toilets, faucets, showerheads) will be installed in all units and common areas. The landscape design will feature drought-tolerant native plants and a high-efficiency drip irrigation system.
- **Sustainable Transportation:** The project's location near Caltrain and SamTrans routes encourages public transit use. We will also provide secure storage for 90 bicycles and 10 EV-charging-ready parking stalls.

16.2 Financial Sustainability

The long-term financial health of the project is paramount.

Our strategy includes:

- **Conservative Underwriting:** The 15-year operating pro forma (Attachment 1) uses conservative assumptions for rent growth (2.5% annually) and expense inflation (3.0% annually), ensuring the project can withstand market fluctuations.
- **Adequate Reserves:** The project will be capitalized with a 6-month operating reserve and a replacement reserve funded at closing and with annual deposits, as required by our lenders and investors. This ensures funds are available for unexpected expenses and long-term capital needs.
- **Professional Management:** Experienced in-house property management will control costs, maximize revenue, and ensure compliance, safeguarding the asset's financial performance.

16.3 Social Sustainability

A successful community is one where residents are stable and thriving. We ensure social sustainability through:

- **Permanent Affordability:** The project will have a 99-year ground lease and affordability restrictions recorded against the property for at least 55 years, ensuring it remains a community asset for generations.
- **Supportive Services:** On-site services will help residents maintain housing stability, improve their economic standing, and access opportunities, fostering a resilient and empowered community.
- **Community Building:** The design of the building, with its central courtyard and community room, along with programmed resident activities, will encourage social interaction and build a strong sense of community.

Section 17: Compliance Certifications

As the authorized representative of Peninsula Housing Partners, I hereby certify that all information contained in this application is true and correct to the best of my knowledge. I certify that the applicant organization will comply with all applicable federal, state, and local laws, regulations, and policies if awarded funding. This includes, but is not limited to:

- Fair Housing and Equal Opportunity laws.
- The Americans with Disabilities Act (ADA).
- Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA).
- Federal and State labor standards, including prevailing wage requirements if applicable.
- All environmental review requirements under NEPA and CEQA.
- All financial and performance reporting requirements as stipulated by the San Mateo County Department of Housing.
- Conflict of Interest policies.
- Drug-Free Workplace requirements.

I understand that any misrepresentation may result in the disqualification of this application and/or the termination of any grant agreement awarded.

Dr. Eleanor Vance
Executive Director
Peninsula Housing Partners
Date: January 16, 2026

Section 18: Attachments Index

The following attachments are included as part of this application package and are provided immediately following this index.

- [Attachment 1: 15-Year Operating Pro Forma](#)
- [Attachment 2: Organizational Chart](#)
- [Attachment 3: Key Staff Resumes](#)
- [Attachment 4: Letters of Support & Funding Commitments](#)
- [Attachment 5: Site Map & Zoning Conformance Letter](#)
- [Attachment 6: FY2024 Audited Financial Statement Summary](#)
- [Attachment 7: Certificates of Insurance](#)

Attachment 1: 15-Year Operating Pro Forma (Summary)

The Bayshore Gateway Residences - 85 Units

Note: This is a summary. A detailed, year-by-year spreadsheet is available upon request.

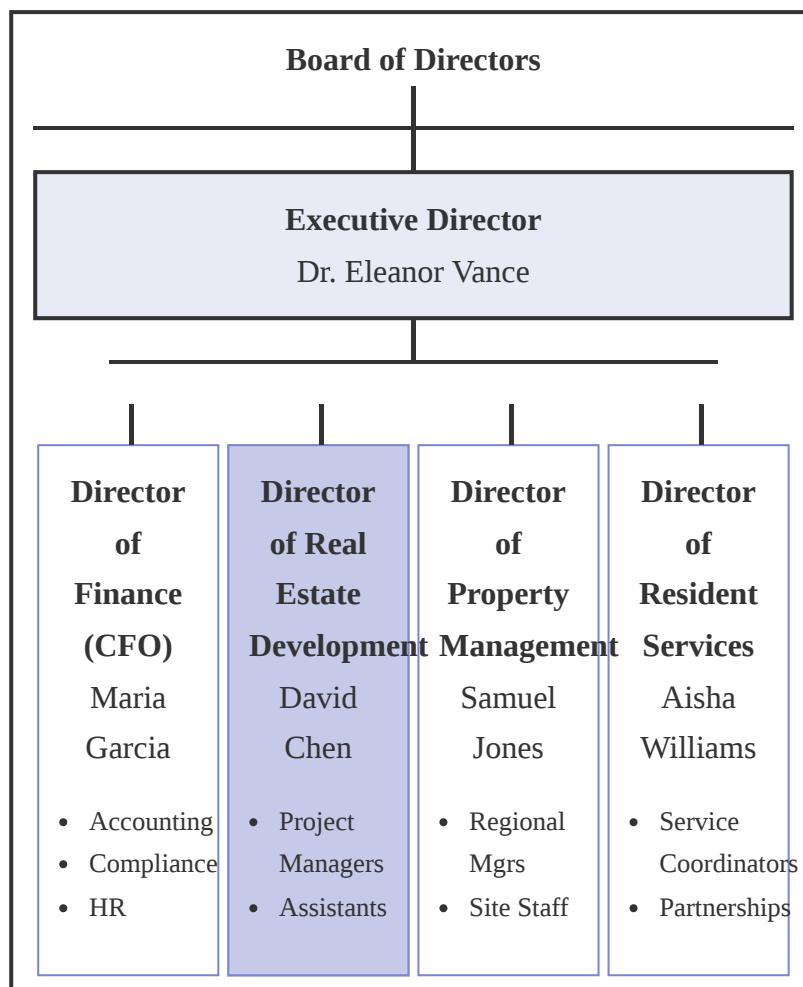
Category	Year 1 (Stabilized)	Year 5	Year 15	Assumptions
REVENUES				
Gross Potential Rent	\$1,950,000	\$2,151,680	\$2,755,200	2.5% Annual Growth
Vacancy Loss (5%)	(\$97,500)	(\$107,584)	(\$137,760)	
Other Income (Laundry, etc.)	\$25,000	\$27,595	\$35,335	2.5% Annual Growth
Effective Gross Income (EGI)	\$1,877,500	\$2,071,691	\$2,652,775	
OPERATING EXPENSES				

Property Management Fee (5% of EGI)	\$93,875	\$103,585	\$132,639	
Salaries & Payroll	\$180,000	\$203,887	\$274,100	3.0% Annual Growth
Utilities (Common Area)	\$65,000	\$73,620	\$98,990	3.0% Annual Growth
Repairs & Maintenance	\$85,000	\$96,285	\$129,450	3.0% Annual Growth
Insurance	\$110,000	\$134,985	\$210,210	5.0% Annual Growth
Property Taxes	\$125,000	\$137,988	\$167,692	2.0% Annual Growth (Prop 13)
Supportive Services Contract	\$225,000	\$254,859	\$342,625	3.0% Annual Growth
Other Admin Costs	\$40,000	\$45,308	\$60,911	3.0% Annual Growth
Total Operating Expenses	\$923,875	\$1,050,517	\$1,416,617	
NET OPERATING INCOME (NOI)				
Net Operating Income	\$953,625	\$1,021,174	\$1,236,158	
DEBT SERVICE & RESERVES				

Annual Debt Service (Senior Loan)	(\$750,000)	(\$750,000)	(\$750,000)	Fixed Rate Loan
Replacement Reserve Deposit	(\$34,000)	(\$38,514)	(\$51,790)	\$400/unit/year, 3% growth
Cash Flow Before Other Payments	\$169,625	\$232,660	\$434,368	
Asset Management Fee	(\$20,000)	(\$20,000)	(\$20,000)	Fixed
Net Cash Flow	\$149,625	\$212,660	\$414,368	
Debt Coverage Ratio (DCR)	1.27	1.36	1.65	Target: >1.20

Attachment 2: Organizational Chart

Peninsula Housing Partners - Organizational Structure



The Bayshore Gateway Residences project will be led by the Director of Real Estate Development, David Chen, with a

dedicated Project Manager assigned to oversee all day-to-day activities from construction through stabilization.

Attachment 3: Key Staff Resumes

Dr. Eleanor Vance - Executive Director

Summary: A visionary non-profit leader with over 25 years of experience in community development, strategic planning, and affordable housing advocacy. Dr. Vance provides executive oversight for all of Peninsula Housing Partners' activities, guiding its strategic growth and ensuring its financial health and mission alignment.

Experience:

- **Executive Director, Peninsula Housing Partners**
(2012 - Present): Grew the organization's portfolio by over 500 units, expanded the annual budget from \$5M to \$15M, and cultivated key relationships with public and private funders.
- **Director of Programs, Bay Area Community Foundation** (2002 - 2012): Managed a portfolio of grants focused on housing, education, and economic opportunity.

Education:

- Ph.D. in Urban Planning, University of California, Berkeley
- Master of Public Policy (MPP), Harvard Kennedy School
- B.A. in Sociology, Stanford University

David Chen, MPP - Director of Real Estate Development

Summary: A seasoned affordable housing developer with 15 years of direct experience managing all phases of the development process, from feasibility and financing to construction and lease-up. Mr. Chen has successfully overseen the development of over 1,000 units of affordable housing in the Bay Area, valued at over \$500 million.

Experience:

- **Director of Real Estate Development, Peninsula Housing Partners** (2015 - Present): Leads a team of project managers in executing PHP's development pipeline. Directly responsible for structuring complex financing packages involving LIHTC, bonds, and multiple government subsidies.
- **Senior Project Manager, BRIDGE Housing Corporation** (2008 - 2015): Managed several large-scale affordable and mixed-income housing developments in San Francisco and the East Bay.

Education:

- Master of Public Policy (MPP), University of Southern California
 - B.S. in Civil Engineering, University of California, Los Angeles
-

Maria Garcia, CPA - Director of Finance (CFO)

Summary: A Certified Public Accountant with 20 years of experience in non-profit accounting, financial management, and regulatory compliance. Ms. Garcia is responsible for the fiscal integrity of the organization, overseeing all accounting, budgeting, audit, and compliance reporting functions.

Experience:

- **Director of Finance, Peninsula Housing Partners**
(2017 - Present): Modernized financial systems, manages multi-layered project and organizational budgets, and ensures flawless compliance with all funder requirements.
- **Audit Manager, Armanino LLP (2006 - 2017):**
Specialized in non-profit and real estate audits, with a focus on affordable housing developers and LIHTC syndications.

Education:

- Certified Public Accountant (CPA), California Board of Accountancy
- B.S. in Business Administration, Accounting Concentration, San Jose State University

Attachment 4: Letters of Support & Funding Commitments

Letter of Support from the City of South San Francisco

Office of the Mayor, City of South San Francisco

January 10, 2026

San Mateo County Department of Housing
264 Harbor Boulevard, Building A
Belmont, CA 94002

**RE: Support for Peninsula Housing Partners'
Bayshore Gateway Residences**

Dear Review Committee,

On behalf of the City of South San Francisco, I am writing to express our enthusiastic support for the Bayshore Gateway Residences project proposed by Peninsula Housing Partners (PHP). This 85-unit affordable housing development is a critical project for our city and for the county at large.

The City Council and Planning Department have worked closely with PHP throughout the entitlement process. We were pleased to unanimously approve the project in December 2025. It is a well-designed, high-density project that aligns perfectly with our General Plan goals and our commitment to addressing the regional housing

crisis. The project's location near transit and services makes it an ideal site for working families.

PHP has been an outstanding partner, and we have full confidence in their ability to deliver a high-quality project that will be an asset to our community for decades to come. We strongly urge the County of San Mateo to approve their request for gap funding to ensure this vital project moves forward.

Sincerely,

[Signature]

Hon. James "Jim" Datson
Mayor, City of South San Francisco

Funding Commitment Letter from Bank of America & Enterprise

Bank of America, N.A. & Enterprise Community Partners

January 8, 2026

Dr. Eleanor Vance
Executive Director, Peninsula Housing Partners
100 Peninsula Way, Redwood City, CA 94063

RE: Commitment of Financing for The Bayshore Gateway Residences

Dear Dr. Vance,

This letter serves to confirm the commitment of Bank of America, N.A. ("Lender") and Enterprise Community Partners ("Investor") to provide financing for the construction and permanent phases of The Bayshore Gateway Residences, an 85-unit affordable housing project in South San Francisco, CA.

The commitments are as follows:

1. **Bank of America, N.A.** commits to provide a tax-exempt construction and permanent loan in the amount of **\$18,000,000**, subject to standard underwriting, documentation, and the project securing all other necessary funding sources.
2. **Enterprise Community Partners** commits to provide a capital contribution of approximately **\$38,750,000** in exchange for 99.99% ownership of the federal Low-Income Housing Tax Credits allocated to the project. This investment is based on the successful syndication of the credits awarded in 2025.

We are excited to partner with Peninsula Housing Partners on this important development. Our commitments are contingent upon PHP securing the final gap financing from the County of San Mateo. We look forward to a successful closing.

Sincerely,

[Signature]

Jane Smith, Senior Vice President, Community Development Banking, Bank of America

[Signature]

Robert Lee, Vice President, Syndication, Enterprise Community Partners

Attachment 5: Site Map & Zoning Conformance Letter

Project Site Map

Address: 123 Industrial Way, South San Francisco, CA (APN: 018-150-030)

Map showing project site (red star) in proximity to Caltrain, SamTrans routes, and local amenities.

Zoning Conformance Letter

City of South San Francisco, Planning Division

December 20, 2025

To Whom It May Concern:

RE: Zoning and Entitlement Status for APN 018-150-030 (123 Industrial Way)

This letter is to confirm the land use status for the property located at 123 Industrial Way, South San Francisco, CA.

1. **Zoning:** The property is located within the Mixed-Use Corridor (MU-C) zoning district.
2. **Compliance:** The proposed 85-unit residential project, known as The Bayshore Gateway Residences, is a permitted use within the MU-C zone and is consistent with the City's General Plan.

- 3. Entitlements:** On December 5, 2025, the South San Francisco Planning Commission approved Resolution No. PC-2025-18, granting full entitlement for the project, including Design Review and a Density Bonus.
- 4. Status:** All required findings were made for project approval. The decision is final, and all appeal periods have expired. The project is considered "shovel-ready" from a land use perspective and may proceed to building permit application.

Please feel free to contact me with any questions.

Sincerely,

[Signature]

Michael Johnson
Planning Director, City of South San Francisco

Attachment 6: FY2024 Audited Financial Statement Summary

Peninsula Housing Partners - Statement of Financial Position

For the Fiscal Year Ended June 30, 2024

Independent Auditor: Armanino LLP

Audit Opinion: Unqualified ("Clean")

Summary Financials

Assets	Amount
Cash and Equivalents	\$8,540,110
Investments	\$3,200,000
Grants and Pledges Receivable	\$1,750,450
Property and Equipment, Net	\$215,800,000
Other Assets	\$2,300,550
Total Assets	\$231,591,110

Liabilities and Net Assets	Amount
Accounts Payable and Accrued Expenses	\$2,150,300
Notes and Bonds Payable	\$155,600,000

Other Liabilities	\$950,000
Total Liabilities	\$158,700,300
Net Assets:	
Without Donor Restrictions (Unrestricted)	\$12,890,810
With Donor Restrictions (Restricted)	\$60,000,000
Total Net Assets	\$72,890,810
Total Liabilities and Net Assets	\$231,591,110

Auditor's Note Summary: The audit found no material weaknesses or significant deficiencies in internal controls. The organization is in good financial health, with sufficient liquidity and unrestricted net assets (\$12.89M) to support its operations and contribute equity to new projects, including the \$1.7M cash contribution planned for The Bayshore Gateway Residences. All debt covenants were met for the fiscal year.

Attachment 7: Certificates of Insurance

Peninsula Housing Partners maintains a comprehensive insurance program to protect its assets, staff, and board. The following is a summary of our current corporate coverage. Project-specific Course of Construction and permanent property/liability insurance will be procured prior to construction closing.

Certificate of Liability Insurance Summary

Producer: Alliant Insurance Services

Insured: Peninsula Housing Partners, 100 Peninsula Way, Redwood City, CA 94063

Type of Insurance	Insurer	Policy Number	Effective Dates	Limits
Commercial General Liability	Hartford Fire Insurance Co.	CGL-98765B	7/1/2025 - 7/1/2026	\$2,000,000 Each Occurrence \$5,000,000 General Aggregate
Commercial Automobile Liability	Travelers Indemnity Co.	AUT-12345C	7/1/2025 - 7/1/2026	\$1,000,000 Combined Single Limit

Umbrella/Excess Liability	Chubb National Insurance	UMB-55544D	7/1/2025 - 7/1/2026	\$10,000,000 Each Occurrence \$10,000,000 Aggregate
Workers Compensation	State Compensation Insurance Fund	WC-A1B2C3	7/1/2025 - 7/1/2026	Statutory Limits (CA)
Directors & Officers Liability	Philadelphia Indemnity	DO-XYZ123	7/1/2025 - 7/1/2026	\$5,000,000 Limit

This summary is for informational purposes only. Official Certificates of Insurance naming the County of San Mateo as an additional insured will be provided upon award of grant funds and prior to execution of the grant agreement.

Community Development Block Grant (CDBG) Application

San Mateo County Department of Housing

Organization: San Mateo Community Builders
Address: 456 Community Ave, San Mateo, CA 94401
Contact: John Miller, Director
Email: j.miller@smcbuilders.org
EIN: 12-3456789

Project Summary

Project Name: North Central Community Center Renovation

Funds Requested:
\$450,000

Total Project Cost:
\$525,000

CDBG National

Objective: Benefit to Low- and Moderate-Income (LMI) Persons (Area Benefit)

Contents

1. Executive Summary

2. Project Need

3. Project Description

4. Organizational Capacity

5. Budget & Timeline

6. Attachments

San Mateo Community Builders (SMCB) requests \$450,000 in CDBG funding to renovate the North Central Community Center, located in the City of San Mateo. This project will address significant deferred maintenance, improve accessibility for persons with disabilities, and upgrade facilities to better serve the community. The center is located in Census Tract 6062.01, an area where over 51% of residents are low- to moderate-income, thereby meeting the CDBG LMI Area Benefit national objective.

The renovation will include replacing the leaking roof, upgrading the inefficient HVAC system, renovating restrooms to be ADA compliant, and creating a new computer lab for public use. These improvements are essential for the continued operation of the center, which provides vital services like after-school programs, senior meals, and job readiness workshops to hundreds of LMI residents each year. The total project cost is \$525,000. SMCB will contribute \$75,000 from its general funds. This project will ensure the center remains a safe and functional hub for the North Central San Mateo community.

2. Statement of Need

The North Central Community Center, built in 1978, is a cornerstone of the neighborhood but is suffering from decades of deferred maintenance. The most urgent issue is the roof, which has multiple leaks, causing water damage and creating potential health hazards from mold. The HVAC system is original to the building and is highly inefficient, leading to exorbitant utility bills and unreliable heating and cooling. Furthermore, the restrooms are not fully ADA compliant, creating barriers for seniors and residents with disabilities who rely on the center's programs.

Potential Weakness: The application relies on anecdotal evidence of need ("multiple leaks") and doesn't include a formal building assessment or cost estimate from a professional to substantiate the

claims. It also uses county-wide income data instead of focusing specifically on the service area.

The community served by the center faces significant economic challenges. San Mateo County has a median household income of over \$156,000, but this masks deep disparities. In the project's service area, many families struggle with the high cost of living. The center provides a critical lifeline, offering free and low-cost programs that would otherwise be inaccessible. Upgrading the facility is not just a capital improvement; it's an investment in the well-being and stability of the low-income residents who depend on it.

3. Project Description

The CDBG funds will be used for the following specific activities:

- **Roof Replacement:** Complete tear-off and replacement of the existing 10,000 sq. ft. roof with a new, energy-efficient cool roof system.
- **HVAC Upgrade:** Replacement of two obsolete rooftop package units with new high-efficiency units.
- **ADA Restroom Renovation:** Complete renovation of two public restrooms to meet all current ADA standards, including new fixtures, grab bars, and layout adjustments.
- **Computer Lab Creation:** Conversion of an underutilized storage room into a 10-station computer lab with new wiring, lighting, and workstations for public access and digital literacy training.

These activities will be managed by SMCB staff, who will oversee a competitive bidding process to select a licensed general contractor. The project will bring the facility into a state of good repair, reduce operating costs, and enhance the services available to the LMI population of North Central San Mateo.

Potential Weakness: The description lacks detail on the procurement process. It doesn't specify how "competitive bidding" will be conducted or how SMCB will ensure compliance with CDBG procurement regulations.

4. Organizational Capacity

San Mateo Community Builders was founded in 2010 with a mission to improve neighborhood quality of life. We have a history of successful community-based projects, including organizing neighborhood clean-ups, managing a community garden, and running a small tool-lending library. Our director, John Miller, has 5 years of experience in non-profit management. Our organization has an annual budget of approximately \$200,000 and is governed by a volunteer board of directors.

Potential Weakness: The organization's experience is in small-scale, volunteer-driven programs, not in managing large-scale construction projects or federal grants like CDBG. The director's experience is limited, and there is no mention of staff with construction management expertise. The budget is small relative to the grant request.

While this is our first time applying for a CDBG grant, we are committed to learning and following all requirements. We plan to hire a part-time consultant to assist with grant administration if funded. (See Exhibit A: Org Chart).

5. Budget and Timeline

Project Budget

Item	CDBG Request	Match	Total
Construction Costs (GC)	\$400,000	\$50,000	\$450,000

A&E / Permits	\$25,000	\$0	\$25,000
Computer Equipment	\$15,000	\$0	\$15,000
Admin/Consultant	\$10,000	\$0	\$10,000
Contingency	\$0	\$25,000	\$25,000
Total	\$450,000	\$75,000	\$525,000

Potential Weakness: The budget is simplistic.

"Construction Costs" are a single line item without a detailed breakdown. The contingency is entirely in the match column, which is unusual and risky. The admin budget is very low (\$10k) for managing a \$450k federal grant, suggesting an underestimation of the administrative burden.

Project Timeline

- **Month 1-2:** Finalize scope, hire consultant, begin procurement.
- **Month 3:** Select General Contractor.
- **Month 4-9:** Construction period.
- **Month 10:** Project closeout and final reporting.

Potential Weakness: The timeline is overly optimistic. A 6-month construction period for a roof, HVAC, and interior renovations is possible but tight. It leaves no room for delays in permitting, procurement, or construction.

6. Attachments

- **Exhibit A:** Organizational Chart
- **Exhibit B:** Letter of Support from Neighborhood Association
- **Exhibit C:** Proof of Match Funding (Bank Statement)

Exhibit A: Organizational Chart

San Mateo Community Builders

Board of Directors (Volunteer)



John Miller (Director)



Part-Time Program Assistant

Potential Weakness: This org chart is very simple and highlights the limited staff capacity of the organization.

Exhibit B: Letter of Support

To the CDBG Review Committee,

The North Central Neighborhood Association strongly supports the application from San Mateo Community Builders to fix our community center. The center is very important to us, especially for our kids and seniors. The building is old and needs repairs. We hope you will fund this project.

Thank you,

Susan Chen, President
North Central Neighborhood Association

Potential Weakness: This letter of support is generic, lacks specific details about the project's impact, and is not on official letterhead. It shows community support but in a very informal way.

Exhibit C: Proof of Match Funding

First National Bank - Business Checking

Account Holder: San Mateo Community Builders

Statement Date: 12/31/2025

Ending Balance: \$82,450.15

This is a copy of the top portion of our most recent bank statement to show we have the funds for the \$75,000 match.

Potential Weakness: Providing a bank statement is not the ideal way to show a committed match. A formal board resolution dedicating the funds would be stronger. This approach suggests a lack of formal financial procedures.

APPLICATION FOR ESG FUNDS

PROJECT: COASTSIDE RAPID RESPONSE

APPLICANT: COASTSIDE SHELTER INITIATIVE

SUMMARY

Coastside Shelter Initiative is asking for \$150,000 from the Emergency Solutions Grant

APPLICANT INFO

- Name: Coastside Shelter Initiative
- Contact: Bob Smith

(ESG). We want to do street outreach and rapid re-housing for homeless people on the coast, from Pacifica to Half Moon Bay. Homelessness is a big problem here. The 2024 data showed there aren't enough beds. Our project will help people get off the street fast. We will pay for security deposits and a few months of rent. We have a lot of passion for this work.

Vague summary, relies on "passion" instead of experience or a clear plan.

- Address: PO Box 123, Half Moon Bay, CA
- Phone: 650-555-9999
- **Missing key info like EIN, legal status, and uses a PO Box.**

PROJECT DETAILS

Our plan is to have one outreach worker who will drive around the coast looking for homeless people. They will give them supplies like water and socks and tell them about our program. If someone wants housing, we will try to find them an apartment. We will use the ESG money to pay for their deposit and rent. We think we can house 10-15 families this way.

The plan is extremely underdeveloped. "Try to find them an apartment" is not a strategy in San Mateo County's housing market. The target number of families seems arbitrary.

BUDGET

Category	Amount
Rental Assistance	\$100,000
Outreach Worker Salary	\$40,000
Supplies (socks, etc)	\$5,000

Admin	\$5,000
TOTAL	\$150,000

The budget is too simple. A \$40k salary is very low for a full-time position in San Mateo County and doesn't account for benefits/taxes. "Rental Assistance" is not broken down by number of households or months of aid. Admin is only 3.3%, which is unrealistically low.

CAPACITY

We are a new group, started last year. Our founder, Bob Smith, has been a volunteer at a soup kitchen for many years. We have a lot of community support. We haven't managed a federal grant before but we are fast learners. See attached resume for Bob.

No demonstrated experience with housing, case management, or grant administration. "Volunteer at a soup kitchen" is not sufficient qualification to run a housing program.

MATCHING FUNDS

ESG requires a 100% match. We will match the \$150,000 grant with the value of our volunteer hours. We will have many volunteers helping us. We calculate their time at the standard volunteer rate. See attached letter.

Volunteer hours can be a valid source of in-kind match, but the plan to generate \$150,000 worth of volunteer hours for a program run by one paid staffer is not credible or documented.

Attachment 1: Resume

Bob Smith

I care a lot about helping the homeless. For the last 10 years, I have volunteered on weekends at the community soup kitchen. I am good at talking to people. I want to make a difference on the coastside.

This is not a professional resume. It lists no formal education, work history, or relevant skills for case management or program administration.

Attachment 2: Match Letter

To: ESG Committee

From: Bob Smith, Coastsider Shelter Initiative

Date: Jan 15, 2026

Subject: Our Match

This letter is to certify that we will provide a 100% match for the ESG grant. We will get over 5,000 volunteer hours from the community to help with outreach and office work. At a rate of about \$30/hour, this is more than the \$150,000 we need. We are confident we can get these volunteers.

Thanks,

Bob Smith

This is a self-certified letter with no documentation or letters of commitment from volunteers or organizations. The calculation is simplistic and the plan to recruit and manage 5,000 hours is unsubstantiated.

Attachment 3: Letter of Support

From: sallyjones@email.com

To: bob.smith.csi@email.com

Subject: your grant

Hey Bob,

Heard you were going for that grant. Great idea! We really need someone to do something about the homeless problem here. Let me know if you get it, I can probably help out on a weekend or something.

Good luck!

Sally

This is an informal email, not a formal letter of support. It offers vague, non-committal support and demonstrates the applicant's lack of understanding of what constitutes proper documentation.