

San Mateo County
Recovery Plan Performance Report

**American Rescue Plan Act
State and Local Fiscal Recovery
Funds**

2025 Annual Report

FY24/25: July 1, 2024 – June 30, 2025

Date: July 23, 2025

San Mateo County
FY2024/25 Recovery Plan Performance Report
TABLE OF CONTENTS

1.	Executive Summary.....	1
2.	Uses of Funds.....	3
3.	Promoting Equitable Outcomes.....	7
4.	Community Engagement.....	10
5.	Labor Practices.....	12
6.	Use of Evidence.....	12
7.	Performance Report	14

1. Executive Summary

San Mateo County (“the County”) received \$148,897,819 in American Rescue Plan Act (ARPA) funds. The County has leveraged these funds to help communities most impacted by the pandemic and advance the County’s equity goals.

This report provides an overview of the allocation of ARPA funds, the County’s process for identifying community recovery priorities, and recovery program performance. The most up-to-date status of all ARPA-funded projects are found in Section 7.

San Mateo County’s funding allocations were guided by three goals: elevate underserved communities and promote equity, innovate and transform the County, and maximize impact of recovery dollars.

Through an extensive community engagement process, San Mateo County identified five priority areas to focus ARPA funding: housing, vulnerable population support, economic recovery, children and families, and infrastructure. The County has also set aside resources for emerging issues.

ARPA Allocation Goals



Address critical relief needs with a focus on elevating priority communities & promoting equity



Identify opportunities to invest in long-term, structural recovery; ‘test & learn’ innovative solutions that guide County transformation



Maximize impact of recovery dollars by filling gaps and stacking funding across sources

Priority Funding Areas

Housing



Investments to prevent homelessness, unlock land, and create new affordable housing options

Vulnerable Populations



Investments to help our most vulnerable residents meet their basic needs

Economic Recovery



Investments in the vitality of the local economy through support for small business owners and entrepreneurs, and workforce development

Children & Families



Investments to stabilize the childcare field, prevent childcare provider closures, and support children’s social-emotional development

Infrastructure



Investments to expand access to quality, reliable broadband throughout the County

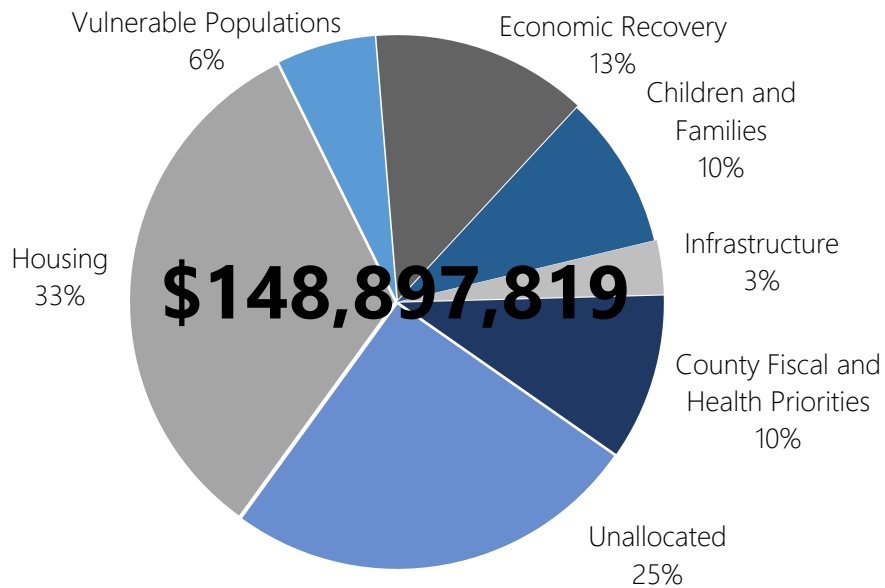
Unallocated



For emerging issues, additional funding as needed in specific areas, expansion of successful pilot programs currently underway

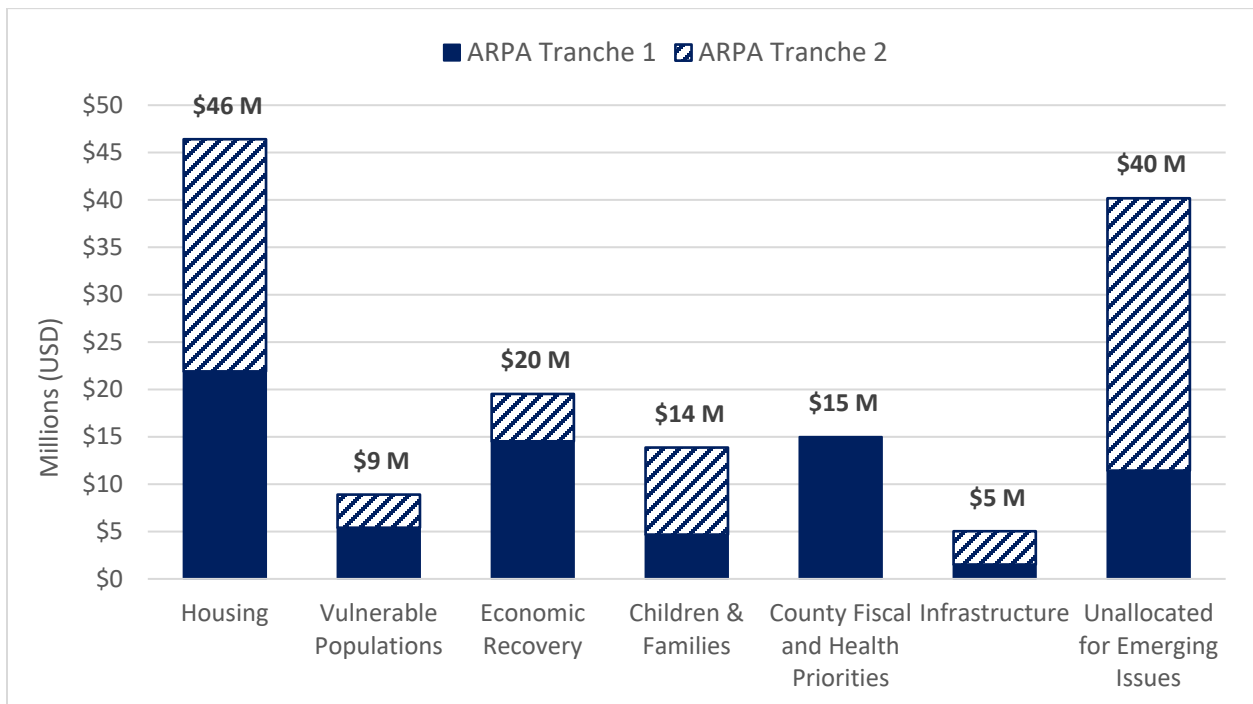
Among the priority areas, the County allocated the greatest portion to Housing (33%), followed by unallocated funds (25%), Economic Recovery (13%), Children and Families (10%), County Fiscal and Health Priorities (10%), Vulnerable Populations (6%), and Infrastructure (3%).

Figure 1. San Mateo County ARPA State and Local Fiscal Recovery Fund Allocations



The County received funding in two Tranches, the first in May 2021 and the second in May 2022. Figure 2 shows the funds allocated to each priority area by Tranche.

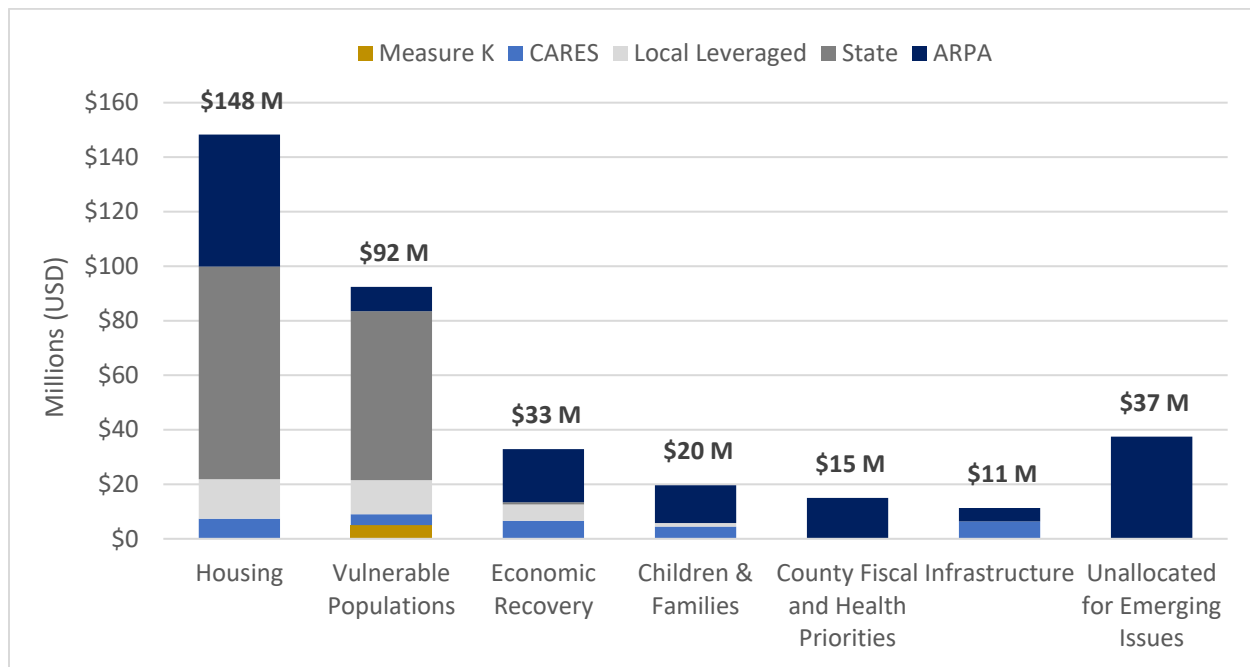
Figure 2. San Mateo County ARPA Allocation by Tranche



One of the County's primary goals is to leverage ARPA funding by coupling it with other recovery funding sources. ARPA funding has been allocated along with state, local leveraged, CARES Act, and Measure K

funding to support a suite of programs across key recovery areas. Figure 3 shows the County's total recovery investments in each priority area through all funding sources.

Figure 3. San Mateo County Recovery Investments



2. Uses of Funds

Tranche 1 ARPA Allocations

In April 2020, the County established the San Mateo County Recovery Initiative (SMCRI). From April to September 2020, SMCRI brought together over 300 representatives of local agencies, nongovernment organizations, private partners, and community residents, to develop a strategic pandemic recovery plan (“strategic plan”) focused on recovery priorities identified by the participants. Those priorities included assisting communities most impacted by the COVID-19 pandemic with housing and food, supporting our local economy including childcare, after-school care providers, nonprofits, and small businesses, assisting people through workforce development programs, addressing the digital divide, and promoting public health and mental health. These priorities guided the allocation of the first Tranche of ARPA funding.

In May 2021, the County received \$74,025,000, the first of two installments of the County allocation of ARPA funding. This first installment was allocated for the following projects:

- Homelessness: Navigation Center and/or acquisition of additional hotels (\$20,000,000)
- Lost Revenue Reimbursement: reimbursement to County departments for loss of County revenue incurred through the course of the pandemic (\$10,000,000)
- Business Support: funds for small business technical assistance and resources (\$5,500,000)
- Environmental Health Fee Waivers: one-time support to about 5,400 businesses to offset revenue losses incurred due to restrictive COVID-19 Health Orders (\$5,150,000)

- Vaccine Outreach, Events, and Mass Vaccination for 3rd Dose: administration of vaccines in communities at increased risk of COVID-19 infection and hospitalization, and enhanced vaccine outreach through extra help staffing and community-based providers (\$5,000,000)
- SMC Strong Small Business Assistance Program: 200 grants of \$10,000 each to eligible small businesses that have not received a County or state/federal small business COVID recovery grant or loan in past 12 months, plus \$75,000 to SMCU Community Fund to administer the program (\$2,075,000)
- Home Delivered Meals Expansion for Older Adults: expansion of the County's home delivered meals program for older adults for two years, following the end of the Great Plates Delivered program (\$1,950,000)
- Second Harvest of Silicon Valley Emergency Food Assistance: emergency food assistance for vulnerable populations and creation of grocery delivery programs for older adults (\$2,550,000)
- Micro Food Business Grant Program: grants of up to \$2,500 for cottage food operators, \$5,000 for caterers, food trucks, food carts, and \$10,000 for commissaries and incubator kitchens (\$500,000)
- Microenterprise Home Kitchen Ordinance (MEHKO) Pilot and Grant Program: \$238,000 for Environmental Health Services to operate MEHKO pilot permitting program and \$62,500 for individual grants of \$2,500 to 25 MEHKO permit holders (\$300,000)
- Community Priorities: community efforts related to equity and recovery—see the following section (\$10,000,000)

Community Priority Allocations

The County allocated \$10,000,000 of Tranche 1 funding to efforts related to community recovery and equity identified through an extensive community engagement process. In the fall of 2021, the Silicon Valley Community Foundation (SVCF) awarded the County a \$500,000 grant to get input from our communities of color and residents most impacted by the pandemic on their current priorities and to develop projects that would advance those priorities. To update community priorities, San Mateo County collaborated with the Gardner Center at Stanford to assess census data and gather community input via a multilingual survey, town halls and focus groups conducted in Chinese, Spanish and English, and interactive posters located in community meeting places.

After assessing all the data, the Gardner Center found that housing was the highest priority for almost all respondents, followed by anxiety related to food and housing insecurity. However, the Gardner Center noted that respondents did not have immediate food needs but, rather, that they were anxious about possible food insecurity in the future. Lower ranked priorities included job training and placement assistance, and access to childcare and out-of-school care. Challenges with accessing county programs and the need for expanded communication with the Latinx community were themes that the Gardner Center noted across all the priorities.

To help identify projects and programs to address community priorities, SVCF funded a contract between the County and Boston Consulting Group (BCG). Working with community providers, subject matter experts, and local leaders, BCG developed an extensive list of potential uses of ARPA funds focused on housing, care and support for children aged 0 to 13, and workforce development. The BCG list was refined over multiple meetings and then combined with proposals developed through community input by Recovery Initiative staff to promote economic recovery and digital equity, and to address mental health needs. The BCG and staff lists were consolidated into an allocation plan that would cost \$84,000,000 to implement—the \$10M set aside from Tranche 1, and the full \$74M Tranche 2 funding.

To create a proposed allocation plan from the master list, the BGC working groups and county staff used the following selection criteria:

- Programs with a high probability of meeting the funding obligation deadline of May 15, 2022 (At the time, Treasury required that funds from the first installment were obligated by May 15, 2022, before the second installment would be available. This requirement has since been removed.);
- Programs that promote equity and that advance highly-ranked community priorities;
- Programs that contribute to community mental health and wellness by addressing issues causing anxiety; and
- Programs that offer a “test and learn” opportunity to determine the best use of second tranche ARPA funds.

Using these criteria, 12 programs and projects were selected for immediate implementation. This plan was presented to the Board of Supervisors on February 8, 2022:

- Modular Housing Pilot: a “test and learn” pilot project to conduct environmental and other pre-development work to determine the cost and amount of time it takes to develop affordable housing with modular units, with the potential to replicate or expand the approach using additional ARPA funding (\$1,500,000)
- Safe Parking Program in Pacifica: contributions to support two years of the safe parking program in the City of Pacifica (\$400,000)
- Unincorporated Area Financial Aid: basic needs assistance for households in the mid and south coast and North Fair Oaks who were heavily impacted by the pandemic (\$500,000)
- Mental Health First Aid: start-up funding for a Mental Health First Aid training program for staff and community members to recognize and support their family, friends, clients, and community members who are dealing with mental health issues (\$200,000)
- Homeless Provider Mental Health and Wellness Support: resources for nonprofit organizations that serve our homeless residents to provide health and wellness support, events, and resources for their staff (\$200,000)
- Whole-person Workforce Training and Job Placement Pilot: pilot project to test a “whole person” workforce development model that provides wrap-around support to help clients meet all their needs while developing the skills and education to advance their career (\$400,000)
- Certification Support for Women- and Minority-Owned Businesses: funding to help local women- and minority-owned businesses become certified under federal and state rules (\$200,000)
- Technical Assistance for Small Businesses: program to provide information to small businesses to help them comply with Americans With Disabilities (ADA) requirements and increase accessibility in the County (\$400,000)
- Summer 2022 Enrichment Programs: grants for summer programs of all types for youth in communities with high numbers of socially and economically disadvantaged students (\$3,300,000)
- Family Day Care Provider Grants: \$10,000 grants to 87 family day care providers to assist them in continuing to operate their facilities, which primarily serve infants and toddlers (\$870,000)
- Big Lift Summer 2022: one-time additional funding for the Big Lift to support an additional week of programming for all students, along with recruitment stipends for teachers, in summer 2022 (\$505,000) *Note: this program later received alternative funding and did not utilize ARPA funds.

- North Fair Oaks Infrastructure Plan: funding for sewer infrastructure in the unincorporated North Fair Oaks area, a community heavily impacted by the pandemic (\$1,400,000)

Tranche 2 ARPA Allocations

The allocation plan for the second Tranche of ARPA funds also focused on responding to the pandemic and its negative economic consequences by assisting children and families, addressing basic needs of the most vulnerable residents, promoting economic recovery, and preparing for infrastructure investments. The plan was reviewed by the San Mateo County Recovery Initiative's Equity Recovery Group and the Recovery Coordinating Council, and components of the plan have been shared with the Home for All Steering Council, the Child Care Coordinating Council, and the THRIVE Education and Child Care Committee. Comments from all those groups were incorporated into the second tranche allocation plan. The final allocation plan was organized into five priority areas: housing, children and families, economic recovery, support for vulnerable populations, and infrastructure. The recommended plan also left unallocated \$28,753,909 to provide some flexibility for addressing evolving or subsequently identified needs. The allocation plan for the final \$74,448,909 was presented to the Board of Supervisors on May 17, 2022, and included:

- Emergency Rent, Utilities and Transportation Assistance: funding to help prevent homelessness by providing rental assistance to qualifying renters (\$2,000,000)
- Eviction Counseling and Legal Representation: funding to meet the demand for eviction counseling and legal services following the sunset of the eviction moratorium on June 30, 2022 (\$2,000,000)
- Accessory Dwelling Unit (ADU) Help Center: funding to cover the start-up costs of a countywide ADU Help Center modeled on such a center serving Napa and Sonoma Counties (\$250,000)*
- Affordable Housing Expertise for Small and Mid-Sized Cities: funding to support the start-up costs of a shared housing consultants program to provide affordable housing expertise to small and mid-sized cities that lack staff with affordable housing development experience (\$125,000)
- Affordable Housing Expertise for School Districts and Faith Leaders: funding to pilot a project to provide affordable housing development consulting expertise to a small group of school districts and faith leaders that may be interested in developing worker and/or affordable housing (\$125,000)*
- ARPA Eligible Affordable Housing Needs: funding set aside for various eligible housing projects that may include shelters and associated supportive services, interim housing and the supports needed by residents of those facilities, or development of affordable housing units (\$20,000,000)
- 2022 Childcare Grant Program: to provide grants to San Mateo County Child Care Centers and Family Child Care Homes that serve infants and toddlers, families who are lower income, and children with special needs (\$4,095,000)
- Technical Assistance for Child Care Center Development: funding for the Build Up Initiative within the Child Care Coordinating Council of San Mateo County (4Cs) to engage a consultant to help developers in San Mateo County incorporate childcare centers into their projects (\$100,000)*
- 2022-2023 Out-of-School Care Grant Program: funds to increase the availability of before and after school and school vacation programs for socioeconomically disadvantaged students in the County (\$2,500,000)
- 2023 Summer Enrichment Grant Program: grants for summer programs of all types for youth from historically marginalized or underrepresented communities (\$2,500,000)
- Small Business and Job Seeker Center: funding start-up and two years of operation for two small business and job seeker centers, one in North Fair Oaks, and one in Half Moon Bay (\$5,000,000)

- Second Harvest Food Bank: funding to meet the demand for food and prevent food insecurity in San Mateo County (\$2,000,000)
- Financial Assistance for Unincorporated Area Residents: additional funding for the assistance program providing \$500 checks to low income clients with the greatest need living in the unincorporated coastsides areas and North Fair Oaks (\$1,000,000)
- Full-Service Community Outreach Pilot Program: funding to develop a Promotora model pilot program, where trusted nonprofits serve as outreach providers to the Latinx community, providing information and assistance accessing County programs (\$500,000)*

Programs denoted with an asterisk (*) did not ultimately utilize ARPA funding and funds were reallocated to alternative programs. The most up-to-date list of ARPA-funded projects are found in Section 7.

3. Promoting Equitable Outcomes

San Mateo County is committed to advancing equity and eliminating disparities. The County's Equity Advisory Group developed a guiding statement for the recovery in spring 2020:

"The effects of COVID-19 are amplifying inequities, but the recovery is an opportunity for a collective restart. To create an equitable community, systems, policies, and practices of oppression must be dismantled. Our new systems must eliminate disparities and provide access to quality services for all unserved, underserved, under-resourced, and ineffectively served individuals and families."

San Mateo County established a Chief Equity Officer position in spring 2020. The Chief Equity Officer has led the COVID-19 recovery community engagement process in partnership with the Gardner Center and continues to oversee implementation of the County's recovery programs as a member of the Recovery Coordination Council.

Ensuring Equitable Recovery Programs

The Equity Advisory Group developed and implemented an equity review process to evaluate each proposed recovery program. Each program proposal was reviewed through a series of five questions:

1. **Decision Making and Solutions:** Who sits at the decision-making table? Are there systematic barriers to participation? Whose perspectives and interests are represented?
2. **Understanding Data:** What do the various data tell us about the need for the proposed initiative? Specifically, consider race, ethnicity, gender identity and gender expression, income, languages spoken, ability, age, and neighborhood.
3. **Burdens and Benefits:** Who would benefit or be burdened by this proposed initiative? Would low-income households or communities of color experience a disproportionate burden? What inequity is being addressed?
4. **Accountability, Communication, and Community Engagement:** How will the County be accountable to and communicate with the community throughout implementation? How does the County engage those who are not often represented in decision making or those most affected by inequities?
5. **Next Steps:** If equity considerations have been identified by asking these questions, how will they be addressed?

The review process helped the County identify key barriers and develop strategies to address those barriers. The County employed the following learnings to direct resources to communities with the greatest need:

- **Partnerships with trusted community partners.** Many County communities with the greatest need, such as undocumented immigrants and communities of color, didn't view government agencies as trusted partners and some had apprehension sharing personal information needed to receive recovery resources. Partnerships with community-based organizations was essential.
- **Multiple communication channels:** Delivering information to County residents and businesses most impacted by the pandemic took multiple methods – through trusted partners, service providers, direct door to door efforts, mailings, social media, etc.
- **Simplify messaging and ensure it is culturally and linguistically appropriate:** The County offered applications in multiple languages, created in-language hotlines, translated program materials, and partnered with multilingual community organizations to make programs more accessible to some of the hardest to reach residents and businesses.
- **Centralization of information:** Residents and businesses were overwhelmed by the many different sources of information and resources available to them. Some also needed assistance navigating the process. The County aimed to build structures and systems to centralize information and resources.
- **Consider the 'whole' person:** Recovery programs may offer a specific solution or resource, but throughout the pandemic, residents have benefitted greatly from wrap-around supports that meet their unique needs and challenges. The County also developed new solutions by taking the time to listen and understand the problems communities were facing.
- **Remove barriers to access.** The grant application process was challenging for many residents and businesses. The County avoided awarding grants on a first-come, first-serve basis since many communities with the greatest need had limited access to online applications or needed assistance filling out the application. Instead, the County grant programs prioritized applicants based on need so that resources were allocated more equitably.

Identifying Priority Communities

San Mateo County Health used the California Healthy Places Index (HPI) as a basis for identifying areas of the County with the greatest need. The HPI, developed by the Public Health Alliance of Southern California, combines 25 community characteristics like income, employment, access to healthcare, housing, and more into a single indexed score. Table 1 lists the community characteristics that comprise the HPI.

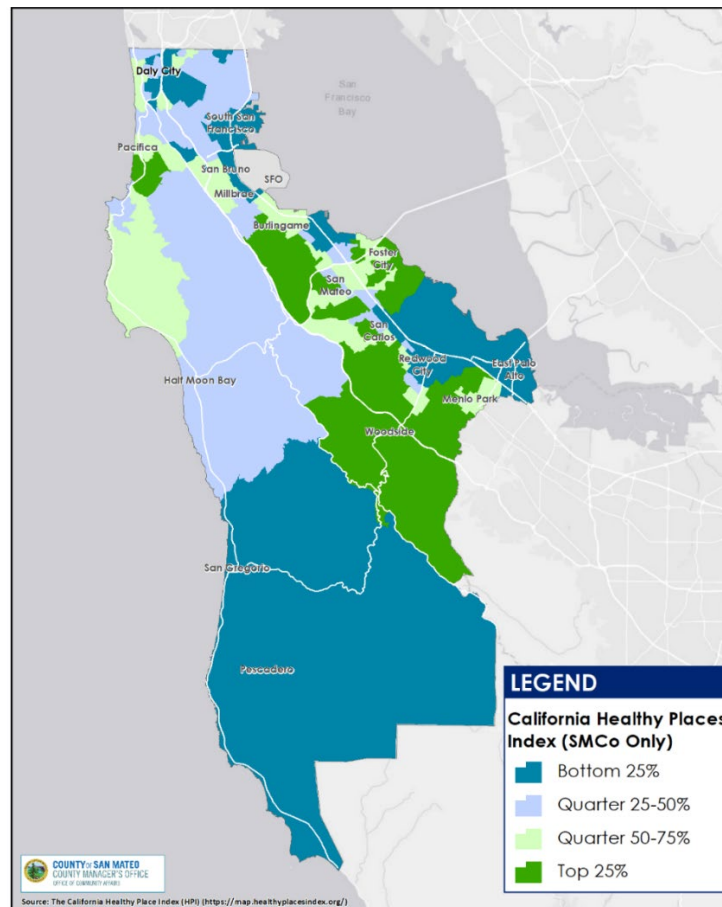
Table 1. California Healthy Places Index (HPI) Indicators

HPI Indicator	Indicator
Economic Stability	• Above Poverty: Percent of people earning more than 200% of federal poverty level (200% is often used to measure poverty in California due to high costs of living) • Employment: Percent of people aged 25-64 with a job • Per Capita Income: Average income computed for every man, woman, and child in a particular group
Housing	• Home Ownership: Percent of people who own their home • Housing Habitability: Percent of households with basic kitchen facilities and plumbing • Low-Income Homeowner Severe Housing Cost Burden: Percent of low-income homeowners who pay more than 50% of their income on housing costs • Low-Income Renter Severe Housing Cost Burden: Percent of low-income renters who pay more than 50% of their income on housing costs • Uncrowded Housing: Percent of households that are not crowded

Education	• Bachelor's Education or Higher: Percent of people over age 25 with a bachelor's education or higher • High School Enrollment: Percent of 15-17 year olds in school • Preschool Enrollment: Percentage of 3 and 4 year olds in school
Social	• 2020 Census Response Rate: Percent of households who completed the 2020 decennial census • Voting: Percent of registered voters who voted in the 2020 general election
Transportation	• Automobile Access: Percent of households with access to an automobile • Active Commuting: Percent of workers (16 years and older) who commute to work by transit, walking, or cycling
Neighborhood	• Park Access: Percent of people living within walkable distance (half-mile) of a park, beach, or open space • Retail Density: Number of retail, entertainment, services, and education jobs per acre • Tree Canopy: Percent of land with tree canopy
Environment	• Diesel PM: Average daily amount of particulate pollution (very small particles) from diesel sources, measured in kilograms/day • Drinking Water Contaminants: Index score combining information about 13 contaminants and 2 types of water quality violations that are sometimes found when drinking water samples are tested • Ozone: Average amount of ozone in the air during the most polluted 8 hours of summer days, measured in parts per million • PM 2.5: Yearly average of fine particulate matter concentration (very small particles from vehicle tailpipes, tires and brakes, powerplants, factories, burning wood, construction dust, and many other sources), measured in micrograms/meter³
Healthcare Access	• Insured Adults: Percent of adults aged 18 to 64 years with health insurance

The HPI index was applied to communities in San Mateo County and divided into quartiles. Healthier communities have a higher HPI score. The lowest quartiles are the communities with the least healthy outcomes and were identified as priority communities for outreach and recovery resources.

Figure 4. San Mateo County Healthy Places Index



4. Community Engagement

In April 2020, San Mateo County held 14 workshops with elected officials and conducted 48 interviews with community leaders to begin planning for COVID-19 response. It was soon clear that the response to the COVID-19 pandemic was causing a cascade of new and amplified social and economic challenges that would have long-lasting impacts. The County then expanded its planning effort to a broader, more inclusive, communitywide approach to find strategies to meet immediate needs and create capacity for the community to build a better future.

San Mateo County Recovery Initiative (SMCRI)

In the spring of 2020, the County established a recovery organizational structure, called the San Mateo County Recovery Initiative (SMCRI), to develop recommendations and oversee recovery progress. SMCRI was a collaboration among local government agencies, community-based organizations, nonprofits, private partners, and residents to promote inclusive recovery and leverage the collective capacity of the whole community to build a more equitable, health, and connected San Mateo County.

SMCRI was overseen by a twelve-member Recovery Coordination Council (RCC) comprised of leaders representing the County Executive, city managers, local elected officials, County Core Service Agencies, school districts, County Health, and SMC Human Services Agency. The RCC reviewed recovery recommendations and provided input before proposals were presented to the County Executive and

Board of Supervisors for consideration. SMCRI included an Equity Advisory Group to help advance the County's goals for leveraging recovery opportunities to create more equitable community systems, policies, and practices, and a Public Information and Outreach Group to help streamline information across the County and provide culturally and linguistically appropriate outreach to the County's hard-to-reach communities.

The SMCRI convened community members representing more than 40 County staff, 10 private sector partners, 15 cities, and more than 50 community-based organizations and nonprofits. Through a series of more than 35 working group meetings and 30 stakeholder engagement events, the County developed recommendations in the areas of public health, community infrastructure, economic recovery, vulnerable population support, and education and childcare. These recommendations were shared in a Recovery Framework Report in September 2020, which guided the use of CARES funds and other local, leveraged, and state funding.

Community Engagement Partnership with Gardner Center

In May 2021, the Board of Supervisors approved a \$10,000,000 allocation of ARPA funds to community programs. To ensure that these ARPA funds aligned with current community priorities, the County partnered with the John W. Gardner Center for Youth and Their Communities at Stanford University (Gardner Center) with funding from the Silicon Valley Community Foundation. The Gardner Center supported the County in gathering community input and analyzing publicly available data to identify the highest priorities for residents most impacted by the pandemic.

The Gardner Center solicited community input via a countywide survey conducted primarily online, survey posters at 7 local sites, focus groups, and community forums, all of which were available in multiple languages. Over 1,000 residents of communities highly impacted by COVID-19 responded to the surveys and about 200 more participated in the focus groups and town halls. Detailed data is summarized in Table 2. In-person engagement methods, including posters and focus groups, were located within communities most impacted by the pandemic, as shown in Table 3.

Table 2. Community Input Data Collection

Engagement Method	Data Summary
Community Survey (primarily online)	- Offered in 7 languages 900 responses 26% of respondents completed in Spanish 7% of respondents completed the survey in Chinese, Arabic, Tongan, Tagalog, or Samoan 56% of respondents were low-income residents
Community Survey (posters)	- Offered in 2 languages - Located at 7 sites across the County 300 responses
Focus Group Interviews (in-person)	7 focus groups conducted - Hosted by 6 community-based organizations - Conducted in 2 languages 60 total participants representing youth, seniors, parents, grandparents, and people identifying as Pacific Islander, Black, Asian, Latinx, and White
Community Forums (online)	- Conducted by the County Executive's Office - Offered in 3 languages 80 participants

Table 3. Community Input Posters and Focus Group Locations

Poster Locations	Focus Group Locations
• WeHOPE/St. Samuel's, East Palo Alto • Mi Rancho Market, San Mateo • Daly City Partnership, Daly City • St. Anthony's Padua Dining, Menlo Park • Taqueria de Amigos, Pescadero • Grand Avenue Library, South San Francisco • Abundant Grace, Half Moon Bay	• WeHOPE/St. Samuel's, East Palo Alto • Boys & Girls Club, Redwood City • ALAS, Half Moon Bay • Peninsula Conflict Resolution Center, San Mateo • City of South San Francisco • Daly City Partnership, Daly City

The Gardner Center's work re-affirmed the focus areas identified by SMCRI in 2020, but also pointed out that concern about the cost of housing was the highest priority for almost all respondents. Assistance with securing well-paying jobs, food insecurity and childcare and after-school care were also priorities.

An additional need that surfaced from the community engagement process was the challenges for people to access recovery programs and services. Community members cited multiple factors as barriers to access, including eligibility requirements, knowledge barriers, application process, stigma, and resource availability. These learnings were used to improve the design of ARPA-funded community programs to make them more accessible to communities with the greatest need.

5. Labor Practices

ARPA-funded County infrastructure projects and capital expenditures adhere to strong labor standards that promote effective and efficient delivery of high-quality infrastructure while also supporting the economic recovery through strong employment opportunities for workers.

San Mateo County has a Living Wage Ordinance (LWO), which sets a minimum wage that contractors are required to pay employees providing services under County contracts. The living wage was originally a pilot program, beginning January 1, 2017, and ending on June 30, 2022. As of July 1, 2022, the Board of Supervisors established a permanent living wage requirement for contracts issued by San Mateo County. The LWO schedule is available on the County website: <https://www.smcgov.org/hr/san-mateo-countys-living-wage-ordinance-lwo>.

6. Use of Evidence

San Mateo County considers a variety of data when evaluating potential recovery interventions. Pandemic impacts and community needs are measured through quantitative and qualitative data from a variety of sources. This data, along with community input from Gardner Center's efforts and subject-matter expert input collected by the County's partnership with BCG, have shaped San Mateo County's ARPA project portfolio.

Data Dashboards

Since the onset of the pandemic, the County managed online dashboards on the temporary SMCRI website (smcrecovery.org) and San Mateo County Health website to track pandemic impacts and recovery needs. These quantitative indicators are summarized in the table below.

Table 4. Recovery Data Sources

Recovery Focus Area	County-sourced Data	External Data Sources
Housing	- Rental assistance applications received* - Rental assistance applications approved*	Extremely low income (ELI) renters per census tract
Vulnerable Population Support	- Number of meals distributed - Pounds of food distributed - Households assisted by food bank - Number of immigrants eligible for financial assistance - Number of residents in unincorporated areas eligible for financial assistance	- Health Equity Quartiles (California Healthy Places Index Census tracts with the least healthy community conditions) - Centers for Disease Control Social Vulnerability Index
Economic Recovery	- Number of environmental health permit waivers* - Number of state grant applicants/grantees* - Number of local grant applicants/grantees - Number of nonprofit grant applicants/grantees*	- Known business closures by Census tract - Paycheck protection program loans by zip code - Low-income jobs lost and job loss categories
Children and Families	- Number of eligible childcare center and family daycare grant applicants/grantees* - Number of eligible summer enrichment program grant applicants/grantees	- Socioeconomically disadvantaged youth per district (e.g., English Learners, homeless, foster, migrant) - Childcare spending
Infrastructure	- County funded public WiFi sites - Average monthly users for County WiFi sites	- Households without Wi-Fi by Census tract - Self-reported K-12 student internet connectivity issues by Census tract - Students without internet by Census tract

* Indicates County data that includes demographic breakdown for recipients

Community Partnerships

Another key source of real-time information on pandemic impacts and recovery needs was first-hand accounts from County staff and community-based organizations working directly with communities most impacted by the pandemic. Table 5 lists some of the County's key partners that provided information on recovery needs and challenges. Many of these partners implemented the County's recovery programs, as they were engaged and trusted partners in their communities.

Table 5. Recovery Partners Providing On-the-Ground Support

Recovery Focus Area	County Departments/Staff Supporting Priority Communities	Community-based Partners Serving Priority Communities
Housing	- County Supervisors and staff - Office of Community Affairs - Department of Housing - Human Services Agency	- County Core Service Agencies (Daly City Partnership, Samaritan House, Pacifica Resource Center, Coastside Hope, Puente de la Sur, Fair Oaks Community Center, YMCA Community Resource Center) - Homeless service providers - Community-based organizations and nonprofits
Vulnerable Population Support	- County Supervisors and staff - Office of Community Affairs - Department of Housing - Human Services Agency - Health	- County Core Service Agencies - Homeless service providers - Second Harvest - Thrive - Community-based organizations and nonprofits
Economic Recovery	- County Supervisors and staff - Office of Community Affairs - Environmental Health	- SAMCEDA - NOVAworks - Renaissance Entrepreneurship Center - Labor - Chinese Business Association - Environmental Innovations - Community Colleges
Children and Families	- County Supervisors and staff - Office of Community Affairs - Office of Education	4Cs - First 5 of San Mateo County - Big Lift
Infrastructure	- County Supervisors and staff - Department of Public Works - Office of Education - Information Services Department - Libraries	- Internet service providers - School districts

Project Use of Evidence

The use of evidence is considered for each individual project, based on the quantitative and qualitative data collected. Each project profile in the Project Inventory section features the use of evidence specific to the intervention.

7. Performance Report

As recovery projects move forward, the County shares relevant performance reporting on the County ARPA website (<https://www.smcgov.org/ceo/american-rescue-plan-act-arpa-funding>), through press releases, and in coordination with community partners.

The County identifies relevant performance metrics at the onset of each project. These performance metrics can be found under each project profile in the Project Inventory section.

Performance Report: Table of Contents

Expenditure Category	Project Name	Status	Funding Allocation	Page
EC 1.1 COVID-19 Vaccination	Vaccine Outreach, Events, and Mass Vaccination	Complete	\$2,224,272.50	1
EC 1.2 COVID-19 Testing	Vaccine Outreach, Events, and Mass Vaccination	Complete	\$3,166,213.80	1
EC 1.12 Mental Health Services	Homelessness Provider Mental Health & Wellness Support	Complete	\$191,823.45	2
EC 2.1 Household Assistance: Food Programs	Great Plates Home Delivered Meals Expansion for Older Adults	In Progress	\$3,169,344.00	3
	Second Harvest of Silicon Valley Emergency Food Assistance	Complete	\$4,550,000.00	4
EC 2.2 Household Assistance: Rent, Mortgage, and Utility Aid	Emergency Rent, Utilities, and Transportation Assistance	Complete	\$3,150,000.00	5
EC 2.3 Household Assistance: Cash Transfers	Unincorporated Area Financial Assistance	Complete	\$250,000.00	5
EC 2.4 Household Assistance: Internet Access Programs	Public Wi-Fi	In Progress	\$1,100,000.00	6
EC 2.10 Assistance to Unemployed or Underemployed Workers	Workforce Development Pilot Program	Complete	\$400,000.00	8
EC 2.11 Healthy Childhood Environments: Child Care	Family Childcare Grants	Complete	\$870,000.00	10
	2022 Childcare Grant Fund	Complete	\$3,999,182.28	11
	Midway Childcare Facility	In Progress	\$1,156,626.53	12
EC 2.15 Housing Support: Affordable Housing	Middlefield Junction	Complete	\$12,982,284.00	13
	555 Kelly Ave	Complete	\$1,500,000.00	14
	Belmont Family Apartments	Complete	\$9,500,000.00	15
	North Fair Oaks Apartments	In Progress	\$5,410,130.00	16

Expenditure Category	Project Name	Status	Funding Allocation	Page
	Ramada Inn	In Progress	\$10,000,000.00	16
	Midway Village Phase 2	In Progress	\$8,000,000.00	17
	Hill Street (Belmont)	In Progress	\$7,933,378.00	18
EC 2.16 Housing Support: Services for Unhoused Persons	Navigation Center	In Progress	\$12,277,531.69	19
	El Camino House (formerly Stone Villa Inn)	In Progress	\$5,680,795.33	21
	Casa Esperanza (formerly known as Comfort Inn)	In Progress	\$6,901,983.86	23
EC 2.18 Housing Support: Other Housing Assistance	Eviction Counseling/Legal Aid	Complete	\$2,250,000.00	23
	Pacifica Safe Parking Program	In Progress	\$400,000.00	24
	Project WeHope Dignity on Wheels Mobile Hygiene Unit	Complete	\$244,237.66	25
	Emergency Housing to Farmworkers	Complete	\$750,000.00	26
	Working Together to End Homelessness Innovation Grants	Complete	\$2,401,726.00	27
	Episcopal Community Services – La Quinta Inn	Complete	\$441,812.91	27
	Affordable Housing Expertise for Small/Mid-sized Cities	Complete	\$125,000.00	30
EC 2.25 Education Assistance: Academic Services	2022 Summer Enrichment Grant Program and Program Evaluation	Complete	\$2,996,188.06	32
	2023 Summer Enrichment Grant Program	Complete	\$2,924,815.70	37
	2022-2023 Out-of-School Care Grant Program and Program Evaluation	Complete	\$2,634,232.28	40

Expenditure Category	Project Name	Status	Funding Allocation	Page
EC 2.29 Loans or Grants to Mitigate Financial Hardship	SMCStrong Small Business Assistance Program	Complete	\$2,531,250.00	45
	North Fair Oaks (NFO) Small Business Grant Programs	Complete	\$1,267,500.00	47
	Middlefield Road Small Business Assistance Program	Complete	\$980,000.00	49
	Small Business Owner Outreach and Grant Assistance	Complete	\$121,998.21	50
	Technical Assistance and Grants for Small Businesses (Grants)	Complete	\$280,000.00	50
EC 2.30 Technical Assistance, Counseling, or Business Planning	Technical Assistance and Grants for Small Businesses (Technical Assistance)	Complete	\$86,632.75	52
	Certification Support for Women-owned and Minority-owned Businesses	Complete	\$250,000.00	53
	North Fair Oaks Economic and Employment Center - Small Business Supports	In Progress	\$713,367.25	54
EC 2.33 Enhanced Support to Microbusinesses	Microfood business grant program	Complete	\$238,000.00	56
	Microenterprise Home Kitchen Ordinance	Complete	\$64,062.50	58
EC 2.34 Assistance to Nonprofits	Thrive Alliance	Complete	\$35,000.00	60
	Second Harvest of Silicon Valley	Complete	\$2,000,000.00	60
EC 2.37 Other Economic Support	Environmental Health Fee Waiver/Grants for Businesses	Complete	\$5,397,865.80	61
	South San Francisco Economic	In Progress	\$200,000.00	62

Expenditure Category	Project Name	Status	Funding Allocation	Page
	Advancement Center			
	Shop Local/Choose Local San Mateo	Complete	\$121,927.62	62
	Opportunity Center of the Coastsides	In Progress	\$2,500,000.00	64
	North Fair Oaks Economic and Employment Center - Job Seeker Supports	In Progress	\$900,000.00	67
	North Fair Oaks Economic and Employment Center Operations	In Progress	\$1,600,000.00	69
EC 3.4 Public Sector Capacity: Effective Service Delivery	Program and Service Delivery Support	In Progress	\$280,000.00	70
EC 5.5 Clean Water: Other Sewer Infrastructure	North Fair Oaks Infrastructure Plan	Complete	\$1,416,453.39	70
EC 6.1 Provision of Government Services	Revenue Replacement	Complete	\$10,000,000.00	70
EC 7.1 Administrative Expenses	Administrative and Other Expenses	In Progress	\$479,900.00	71
		Total	\$151,045,535.57	

EC 1.1 COVID-19 Vaccination & EC 1.2 COVID-19 Testing

Vaccine Outreach, Events, and Mass Vaccination

Total Expenditure: \$5,390,486.30 (Vaccination and Testing)

Project Expenditure Category: EC 1.1 COVID-19 Vaccination & EC 1.2 COVID-19 Testing

Project Start Date: July 2021

Status: Complete

Project Overview

This project provided funding for pop-up clinics with capacity to provide up to 400 vaccinations per day. The clinics were equity-based pop-up events (including school-based sites and community-based organizations) for high-risk communities through the end of January 2023.

Use of Evidence

San Mateo County's vaccination outreach strategy was based on an equity framework. Performance management focused on closing equity gaps. The impact of racism led to a disparate health impact of COVID-19 on communities of color. Data from the CDC showed that Hispanic, Black or African American, and American Indian or Alaska Native populations in the U.S. were experiencing higher rates of hospitalization and death from COVID-19 compared to White populations. Together, these three race/ethnicity groups constituted ~27% of the County population (per the California Department of Finance population projections for 2021) 25%, 2%, and 0.1%, respectively. The FY 2022-23 target for the proportion of vaccinations administered at Standing/Pop-up clinics to individuals from these three race/ethnicity groups was 54%, or twice their representation in the County population. This requires a 25% improvement from FY 2021-22, when 43% of vaccinations at Standing/Pop-up clinics were given to individuals from one of these three race/ethnicity groups.

Performance Report

Table 6. Vaccine Outreach, Events, and Mass Vaccination Performance Measures

Metric	FY2021-22 Actual	FY 2022-23 Actual	FY 2022-23 Target
% of vaccinations at Standing/Pop-up clinics given to individuals from race/ethnicity groups experiencing disparate health impact (Black or African American, Hispanic, and American Indian or Alaska Native)	43% (32980/77209)	20% (2245/11402)	54% (3394/6250)
% of vaccinations at Standing/Pop-up clinics given to Hispanic individuals	42% (32067/77209)	18% (2046/11402)	50% (3125/6250)
% of vaccinations at Standing/Pop-up clinics given to Black or African American individuals	1% (759/77209)	1% (116/11402)	4% (250/6250)
% of vaccinations at Standing/Pop-up clinics given to American Indian or Alaska Native individuals	0.2% (154/77209)	0.2% (26/11402)	0.3% (19/6250)
% of vaccinations at Standing/Pop-up clinics given to Native Hawaiian or Pacific Islander individuals	0.6% (469/77209)	0.5% (57/11402)	2.3% (144/6250)
Not included in total line at the top			

Data Notes:

- Clinics for FY 2022-23 occurred between July 1, 2022, and Jan 31, 2023. No ARPA funding was used for clinics after Jan 31, 2023.
- Though we initially intended to target American Indian or Alaska Native individuals after looking closer at local data we saw larger equity gaps in the Native Hawaiian or Pacific Islander (NHPI) population and targeted that group for outreach instead. An additional line is included to show the NHPI for the 2021-22 and 2022-23 Fiscal years. The NHPI totals are not included in the cumulative line item at the top of the table.
- About 25% of people responded Prefer Not to Say/Blank for Race/Ethnicity. This was much higher than the 7% in FY 2021-22. This is a significant limitation in the data. The rate of Prefer Not to Say/Blank was highest in the months of Sept – Nov 2022 which coincided with the start of Flu season and release of the bivalent vaccine when the bulk of the vaccinations from FY 2022-23 took place.

[Back to Top](#)

EC 1.12 Mental Health Services

Homelessness Provider Mental Health & Wellness Support

Total Expenditure: \$191,823.45

Project Expenditure Category: EC 1.12 Mental Health Services

Project Start Date: March 8, 2020

Status: Complete

Project Overview

This program provided grants to community partner organizations that provided crucial services for homeless residents throughout the pandemic. Recipient organizations were able to use these funds to provide mental health and wellness support and resources for their staff.

Use of Evidence

Homelessness service providers were essential workers during the pandemic and provided vital services to the County's most vulnerable residents. This grant program supported the mental health of workers most impacted by the pandemic.

Performance Report

As of June 2022, grants ranging from \$5,500 to \$66,000 were awarded to agencies based on their number of staff and level of services provided to County clients. Awardees included: Abode, Coastside Hope, DC Partnership, Fair Oaks Community Center, Puente, YMCA, Samaritan House, LifeMoves, WeHOPE, StarVista, Pacific Resource Center, CORA, and Mental Health Association.

[Back to Top](#)

EC 2.1 Household Assistance: Food Programs

Great Plates Home Delivered Meals Expansion for Older Adults

Funding Allocation: \$3,169,344.00

Project Expenditure Category: EC: 2.1 Household Assistance: Food Programs

Project Start Date: July 2021

Status: In progress

Project Overview

As a result of the COVID-19 pandemic, the state sponsored the Great Plates Delivered (GPD) program to provide home delivered meals to all individuals 65 years of age and older as they were required to shelter in place and were unable to access or prepare meals.

The Federal Emergency Management Agency, which authorized and fully funded the GPD program, ended the program on July 9, 2021. As of June 6, 2021, San Mateo County had served 4,683 older adults with 2.6 million meals through 84 local meal providers at a total cost of \$58,000,000 through the GPD program.

At the end of the Great Plates program, the need for meals continued—1,200 individuals were assessed as remaining homebound, isolated, and food insecure. The Board of Supervisors approved funding in the amount of \$3.9 million to continue meals for this vulnerable population. This allocation funded the program, called Second Course, through June 30, 2023. On July 11, 2023, the Board of Supervisors approved extending the program through September 30, 2024.

Use of Evidence

There was an ongoing need for meal delivery services by older adults who remained homebound, isolated, and food insecure at the end of the Great Plates Delivered program.

Performance Report

The County's Home Delivered Meals program started in July 2021. The following providers delivered meals to older adults throughout San Mateo County: City of Daly City, Self Help for the Elderly, Peninsula Volunteers, Inc., and Senior Coastsiders.

In fiscal year 2024/5, Second Course provided 83,998 meals to an average 330 people per month.

Metric	July 1, 2024 – Sept. 30, 2024	Oct. 1, 2024 – Dec. 31, 2024	Jan. 1, 2025 – March 31, 2025	April 1, 2025 – June 30, 2025
Meals Provided	19,919	23,205	20,654	20,220
Unduplicated Participants Served	321	335	356	306

Client Impact Stories:

Older adults participating in the program shared how Second Course has helped them:

- “I am really thankful for the meals I receive. When it comes to healthy aging, prevention is key, and Second Course has helped me to maintain good health and good nutrition.”
- “I am 83 years of age and have very bad knees requiring me to get Cortisone shots often. I cannot shop or stand to cook, and this helps me keep my nutrition up.”
- “I am 72 and am in treatment for stage 4 cancer. I have numbness (neuropathy) in my feet and hands. I thank you for this program.”
- “Second Course has been a god send. The meals helped keep my husband and I well fed as our health continues to decline. My husband is 83 years of age with Alzheimer’s, and I am his primary caretaker. My COPD is worsening and impacts every aspect of my life and prevents me from talking let alone cooking a meal from start to finish. I am grateful and don’t know how I would manage without this help.”

[Back to Top](#)

Second Harvest of Silicon Valley Emergency Food Assistance

Total Expenditure: \$4,550,000

Project Expenditure Category: EC: 2.1 Household Assistance: Food Programs

Project Start Date: December 15, 2021

Status: Complete

Project Overview

Second Harvest of Silicon Valley Food Bank reported that, during the COVID-19 pandemic, the demand for food rose 40% in San Mateo County. This funding has helped meet ongoing food needs to prevent food insecurity for the County’s most vulnerable residents.

From December 2021 to December 2022, San Mateo County used \$4,550,000 in ARPA funding to address food insecurity. In August 2023, the Board of Supervisors allocated an additional \$2,000,000 in ARPA funding to support Second Harvest of Silicon Valley Food Bank in its mission to provide food assistance to residents in need through July 31, 2024.

Use of Evidence

The Second Harvest of Silicon Valley Food Bank experienced a surge of demand for food since the onset of the pandemic. This funding helps provide meals to low-income households.

Performance Report

Table 7. Second Harvest of Silicon Valley Food Assistance Performance (2024)

Performance Measure	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024
Pounds of food distributed in San Mateo County	3,048,915	2,930,321	2,944,984	3,192,298	2,939,260	2,552,697	3,071,530
Households served in San Mateo County	39,561	41,551	41,149	42,297	39,848	38,860	38,433

[Back to Top](#)

EC 2.2 Household Assistance: Rent, Mortgage, and Utility Aid

Emergency Rent, Utilities, and Transportation Assistance

Total Expenditure: \$3,150,000

Project Expenditure Category: EC 2.2 Household Assistance: Rent, Mortgage, and Utility Aid

Project Start Date: July 28, 2021

Status: Complete

Project Overview

Early in the pandemic the County, along with cities, philanthropical organizations, and other funders, contributed \$15,000,000 to support the County's emergency rent, utility, and transportation assistance program administered by the Core Service Agencies. With these funds, the Core Service Agencies helped low-income residents meet their basic housing needs. When the federally funded Emergency Rental Assistance Program (ERAP) began in mid-2021, demand for County assistance through the Core Service Agencies declined. However, ERAP applications closed March 31, 2022, and the state's eviction moratorium ended June 30, 2022. This ARPA allocation provided County funds for rental assistance to qualifying renters.

Use of Evidence

County Core Service Agencies reported that following the pandemic, lower income households continued to require rental assistance support. This allocation provided funding for the County Core Service Agencies to continue to meet the need following the end of the state Emergency Rental Assistance Program.

Performance Report

Table 8. Emergency Rent, Utilities, and Transportation Assistance Program Performance Data

Performance Measures	Program Target	Performance as of 6/30/23 (close of program)
Number of households who received financial assistance (unduplicated)	400	629
Percent of participants contacted who have remained housed 6 months after receiving financial assistance	80%	100%
Client Satisfaction Rating	90%	100%

[Back to Top](#)

EC 2.3 Household Assistance: Cash Transfers

Unincorporated Area Financial Assistance

Total Expenditure: \$250,000

Project Expenditure Category: EC 2.3 Household Assistance: Cash Transfers

Project Start Date: April 2022

Status: Complete

Project Overview

This funding allocation provided \$500 checks to households in the unincorporated areas of the County who were heavily impacted by the pandemic and are at or below 60% of Area Median Income.

Use of Evidence

Many residents of the Coastsides and North Fair Oaks were heavily impacted by the pandemic. Some did not have steady work for months during the pandemic and still struggle to meet daily needs like groceries, gas, transportation, and rent.

Performance Report

By September 30, 2022, community organizations Coastsides Hope and Puente disbursed \$250,000 to households in the coastsides region. Coastsides Hope assisted 250 households and disbursed \$125,000. Puente assisted 250 households and disbursed \$125,000.

Client Impact Stories:

One recipient appreciated the flexibility of the funds stating, "Es lo mejor que pueden hacer en estos días, es bueno que nos ayuden con la renta pero a veces es mejor poder recibir el dinero directamente nosotros para nuestros gastos." *Translation: It is the best assistance you can do these days, it is good to be financially assisted with rent but sometimes it is better for us to receive the money directly so we cover our expenses.*

A grant recipient and her fiancé applied for the Unincorporated Area Financial Assistance Program after several months of financial hardship during the pandemic. Her fiancé had an accident in October 2021 and his father passed away, which delayed his return to work. Shortly after returning he was laid off. These unforeseen circumstances affected the families' ability to cover their rent. This financial assistance helped the family with an urgent push toward financial stability. He returned to work in July 2022 and is working to gain more stability to sustain the family's expenses.

A grant recipient was a longtime community member who was financially impacted by the pandemic and had incurred tax debt. Puente assisted him with completing his 2021 taxes and making a payment plan with the IRS. He used the financial assistance to pay off the amount due in full. This tax debt felt insurmountable and was causing stress and these funds enabled him to regain strong emotional footing so he can work and maintain stability.

A grant recipient and her husband who works in construction were very happy to receive the \$500 grant because it would help alleviate the burden of buying school supplies and the gas expense for the household. Her household suffered a significant reduction in income during the pandemic. There were weeks when her husband did not have any work at all. They were happy to qualify for the assistance because it was going to help with much-needed expenses. It was an unexpected, but a much-needed boost to their financial situation.

[Back to Top](#)

EC 2.4 Household Assistance: Internet Access Programs

Public Wi-Fi

Funding Allocation: \$1,100,000

Project Expenditure Category: EC 2.4 Household Assistance: Internet Access Programs

Project Start Date: 2020

Status: In Progress

Project Overview

This project will provide funding for operation and maintenance of County Wi-Fi locations and other strategies to connect residents to quality, affordable internet access. This work builds on the County's broadband expansion efforts in 2020 funded with \$6.8M in CARES Act dollars, which added 284 new County public Wi-Fi locations, established "park and connect" sites, subsidized in-home services, and provided hotspots for low-income communities and those without internet access.

Use of Evidence

The pandemic highlighted the digital divide. Providing quality broadband for all residents is critical to supporting a healthy, safe, prosperous, livable, equitable, and collaborative community.

Performance Report

Table 9. Public Wi-Fi Usage Data Monthly (2024-2025)

Month / Year	No. Unique Devices Connected to Public Wi-Fi	No. Public Wi-Fi Sessions	Data Transferred (GB)	Hours of Usage
January 2024	38,029	1,552,783	38,713.02	421,409.64
February 2024	35,291	1,062,334	25,635.17	331,386.86
March 2024	36,040	1,142,354	28,982.96	345,971.21
April 2024	38,743	1,652,124	51,952.10	432,777.70
May 2024	40,298	1,941,621	56,744.61	494,775.28
June 2024	36,787	1,313,254	36,066.84	368,304.55
July 2024	44,063	3,209,093	84,281.92	760,872.07
August 2024	39,703	1,670,418	40,616.50	442,469.08
September 2024	41,408	2,241,676	52,107.83	517,464.85
October 2024	42,775	1,049,609	21,797.61	371,439.05
November 2024	41,110	1,043,336	24,166.27	383,252.19
December 2024	45,202	1,049,256	26,921.92	275,068.01
January 2025	42,887	1,215,744	34,237.92	370,028.10
February 2025	38,795	941,776	25,077.54	335,776.23
March 2025	45,152	1,337,896	40,346.92	415,592.16
April 2025	40,618	937,908	22,990.30	324,846.22
May 2025	38,598	913,839	21,573.11	314,299.50
June 2025	39,401	934,633	21,684.75	319,856.33

Table 10. Public Wi-Fi Usage Data Semi-Annually and Annually

Time Period	No. Unique Devices Connected to Public Wi-Fi	No. Public Wi-Fi Sessions	Data Transferred (GB)	Hours of Usage
2021-07 to 2021-12	99,669	7,362,897	98,808.50	2,029,779.85
2022-01 to 2022-06	53,661	10,287,713	162,686.92	2,797,079.61
FY 2021-2022	231,821	17,650,610	261,495.42	4,826,859.46
2022-07 to 2022-12	132,254	8,094,627	161,749.82	2,855,448.64

Time Period	No. Unique Devices Connected to Public Wi-Fi	No. Public Wi-Fi Sessions	Data Transferred (GB)	Hours of Usage
2023-01 to 2023-06	106,353	5,160,175	108,251.15	1,862,724.77
FY 2022-2023	209,825	13,254,802	270,000.97	4,718,173.41
2023-07 to 2023-12	231,638	8,392,453	192,671.86	2,359,853.00
2024-01 to 2024-06	185,082	8,664,470	238,094.69	2,394,625.24
FY 2023-2024	218,074	17,056,923	430,766,544.29	4,754,478.03
2024-07 to 2024-12	255,914	10,263,388	249,892.40	2,750,565.25
2025-01 to 2025-06	220,272	6,281,798	165,910.53	2,080,398.53
FY 2024-2025	219,907	16,545,186	415,802.57	4,830,963.78

[Back to Top](#)

EC 2.10 Assistance to Unemployed or Underemployed Workers

Workforce Development Pilot Program

Total Expenditure: \$400,000

Project Expenditure Category: EC 2.10 Assistance to Unemployed or Underemployed Workers

Project Start Date: March 22, 2022

Status: Complete

Project Overview

Under a contract with the County, NOVAworks conducted a pilot project to test a “whole-person” approach to workforce development—that provides wrap-around support to help clients meet all their needs while training for a new job and working in an apprenticeship. The pilot phase aimed to serve a total of 35 clients (25 adults and 10 youth) from historically excluded communities with limited access to career opportunities, who were also negatively impacted by the COVID-19 pandemic. The target communities for recruiting participants included North Fair Oaks, East Palo Alto, Belle Haven, Daly City, and the Coastsides.

Use of Evidence

Many of the County’s most vulnerable residents became unemployed or underemployed during the pandemic. The County partnered with NOVAworks in 2020 to pilot a workforce development program, but at that time, vaccines were not yet available, and many participants did not feel comfortable going back to the workplace. The initiative was reestablished in a 2022 pilot project to provide workforce supports for the County’s most impacted residents.

Performance Report

NOVAworks completed the Whole-Person Pilot in February 2023. In total, NOVAworks screened 451 adults and enrolled 25 in the pilot program. All adult participants are residents of low-income communities and 22 belong to communities of color. The demographic breakdown of adult participants is summarized in the charts below.

Figure 5: Adult Pilot Project Participants by Age and Gender

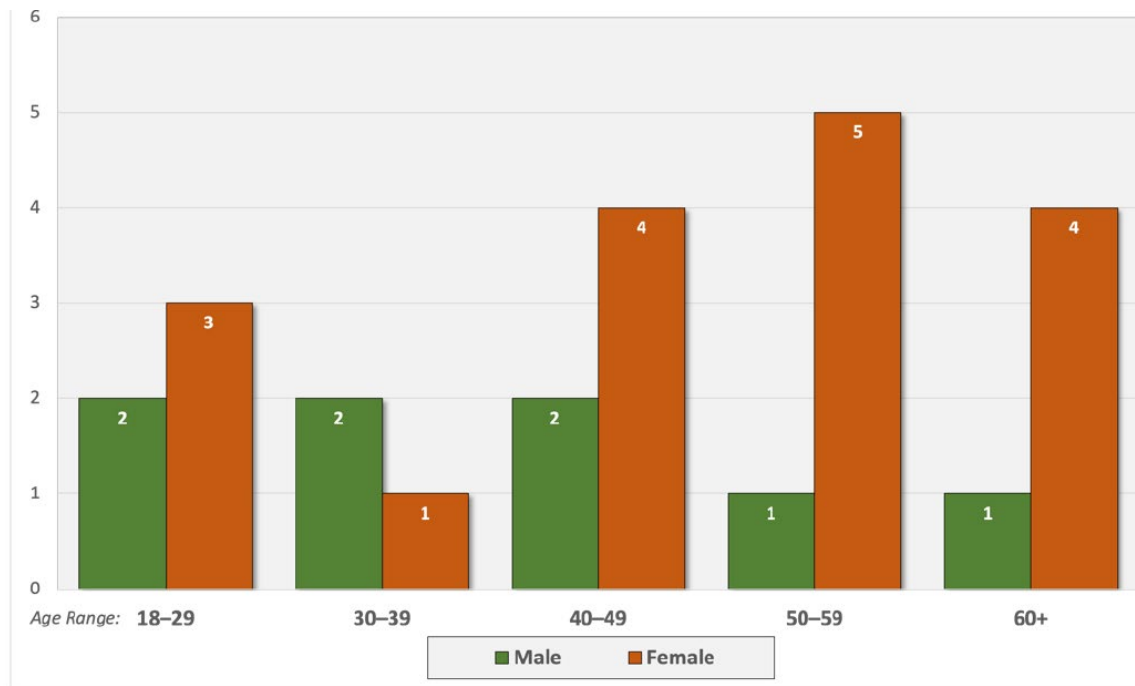
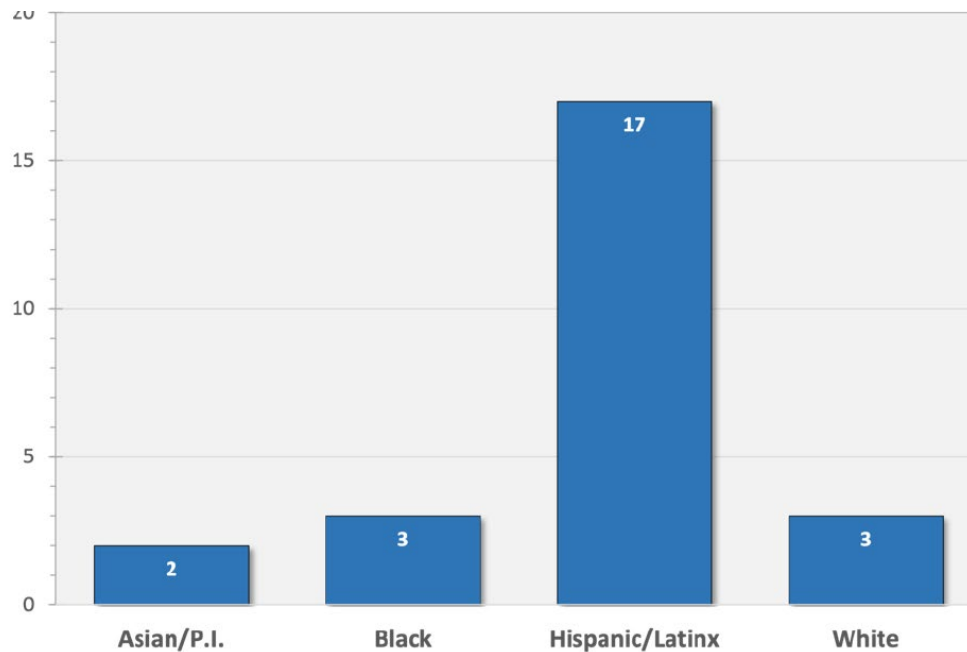


Figure 6. Adult Pilot Project Participants by Race/Ethnicity of Grant Recipient



At the end of the pilot in February 2023, 15 participants were employed, 17 were actively engaged in and/or had completed training programs, 21 received supportive services, and 5 had been promoted in their new positions. Training services included computer training, Udemy and certification in IT, lactation, Google Grow, and human resources.

Supportive services provided to pilot participants included rent payments, car loan payments, car repairs, food, gas, cell phone/Internet and licensing fees.

Client Impact Stories:

- “I lived off my savings for several months as I looked for work with no luck... [NOVAworks advisor] stepped in and helped review my resume again and has helped me get into the Google certification program.”
- “When my family had almost no food or water at the house, I was blessed with the resources to help with that struggle...Thanks to God and NOVAworks, my prayers have been answered and the amazing help has been like no other to me.”
- “I hope NOVAworks will be a continued resource for communities to benefit from in their new path of job seeking.”

NOVAworks also completed a summer youth pilot program in 2022. NOVAworks screened 16 young adults attending 8 high schools in San Mateo County and enrolled 10 in the youth pilot program for summer 2022. Youth participants included 1 Pacific Islander, 2 Latinx, 3 Asian, 2 White, 1 Black: 2 females, and 1 non-binary. Youth participants were provided work-readiness training and subsidized work experience at local San Mateo County businesses. At the end of the summer, 2 participants continued their work experience; 3 returned to their senior year of high school; 1 was in unsubsidized employment; and 4 started community college.

[Back to Top](#)

EC 2.11 Healthy Childhood Environments: Child Care

Family Child Care Grants

Total Expenditure: \$870,000

Project Expenditure Category: EC 2.11 Healthy Childhood Environments: Child Care

Project Start Date: March 2022

Status: Complete

Project Overview

This allocation supported the 4Cs Family Child Care Infant and Toddler Expansion Grant (“Family Childcare Grant”) program, which was overseen by the Build Up, the childcare facility expansion initiative housed within the 4Cs. In November 2021, Build Up opened the Family Childcare Grant program offering \$10,000 grants to help providers sustain their businesses and build capacity to serve more infants and toddlers; however, Build Up did not have enough funding to help all eligible applicants.

Use of Evidence

Supporting childcare centers is a high community priority because there is a shortage of affordable childcare in San Mateo County, particularly care for infants and toddlers who are most often cared for in family daycare homes. This shortage was exacerbated by the COVID-19 pandemic.

Performance Report

Through the allocation of \$870,000 in ARPA funding, the County funded 87 eligible grantees in the amount of \$10,000 each.

[Back to Top](#)

2022 Childcare Grant Fund

Total Expenditure: \$3,999,182.28

Project Expenditure Category: EC 2.11 Healthy Childhood Environments: Child Care

Project Start Date: August 2022

Status: Complete

Project Overview

This program provided grants ranging from \$10,000 to \$50,000 to childcare centers and family day cares, giving priority to providers serving the children and families most impacted by the pandemic. This program was modeled after the Family Child Care Grant Program completed in May 2022.

Use of Evidence

Childcare is an essential sector of the local economy. Childcare providers faced significant challenges caused by the pandemic, including higher operating costs and revenues below pre-pandemic levels. This grant program helped stabilize the childcare field and prevent potential closures.

Performance Report

The County received 260 applications and awarded 181 grants. The San Mateo County Child Care Partnership Council and the San Mateo County COVID-19 Child Care Response Team determined the highest need zip codes, representing those with the lowest income and highest COVID-19 impact. 80% of the 181 grantees reside in high priority zip codes covering Daly City, East Palo Alto, Foster City/San Mateo, Menlo Park, Millbrae, North Fair Oaks/Redwood City, Pacifica, Pescadero, and San Bruno/South San Francisco. Of the 20% in non-priority zip codes, 61% serve socially-economically disadvantaged children or children who receive state/federal subsidy funding, use vouchers, and/or are on a sliding-scale tuition. Key grantee data is summarized in the graphs below.

Figure 7. Child Care Grant Program Fund Disbursement by Program Type

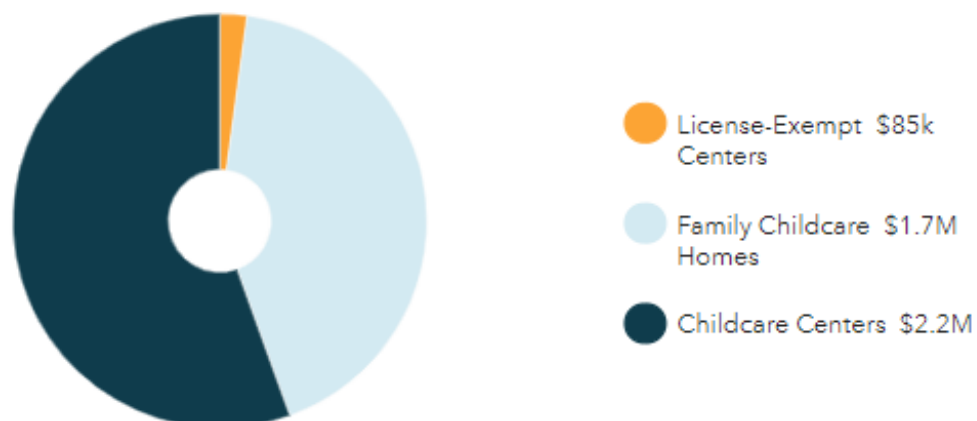


Figure 8. Child Care Grant Recipients by Race/Ethnicity and Gender

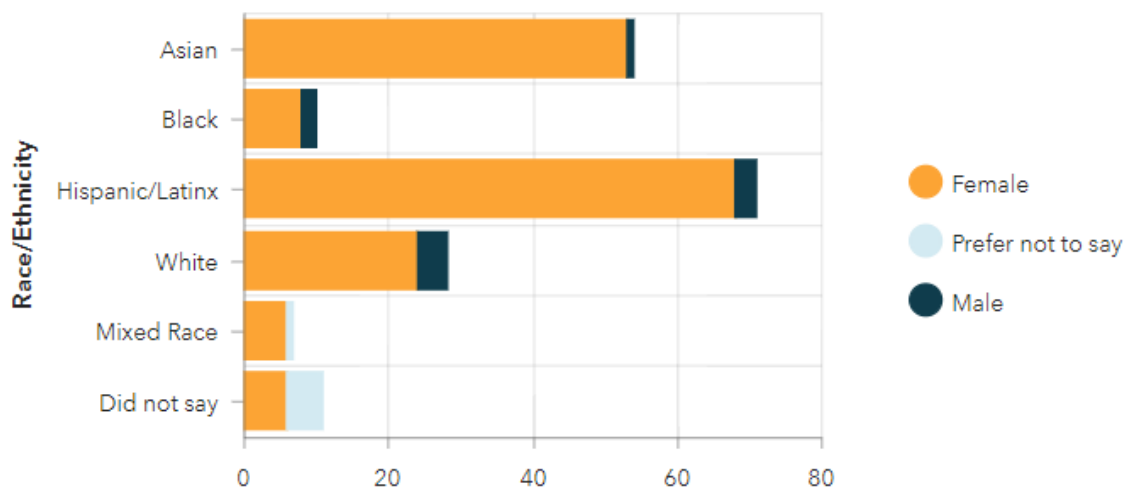
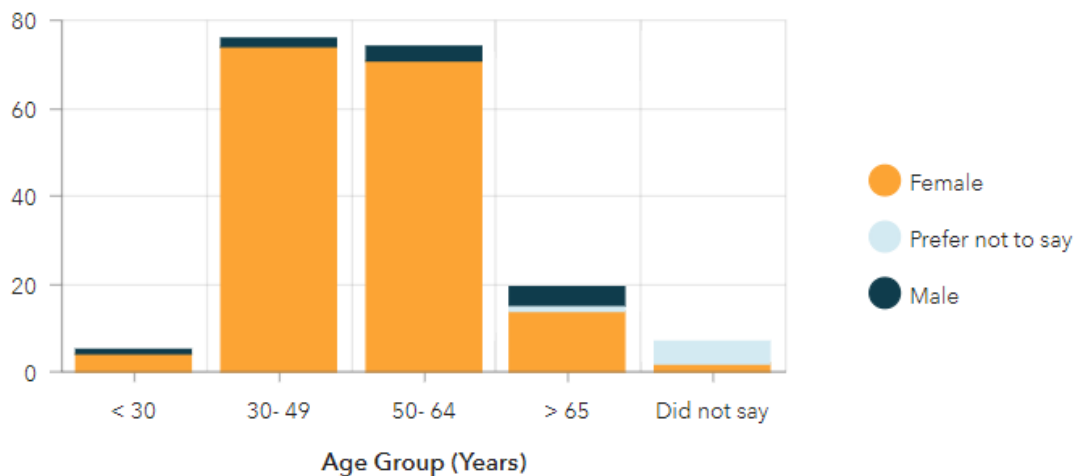


Figure 9. Child Care Grant Recipients by Age and Gender



[Back to Top](#)

Midway Childcare Facility

Funding Allocation: \$1,156,626.53

Project Expenditure Category: EC 2.11 Healthy Childhood Environments: Child Care

Project Start Date: July 8, 2021

Status: In progress

Project Overview

Midway Village is an aging, 150-unit affordable rental housing development located on approximately 11.5 acres at 45 Midway Drive in the Bayshore neighborhood of Daly City. It was built by the Housing Authority of the County of San Mateo (HACSM) in the mid-1970s. The Bayshore Child Development Center preschool facility is located on the property adjacent to Midway Village, which HACSM acquired in 2017 and leased to the operator Peninsula Family Service (PFS) to continue to provide subsidized early childhood education.

HACSM is in the process of redeveloping Midway Village in four phases to provide a total of 555 new housing units and a new child development center which will be built during the second phase of construction. Phase 1 of the redevelopment consists of 113 new affordable rental housing units and will require demolition of a preschool classroom serving 24 children, further compounding the 2020 impact of the de-commissioning of a modular classroom that served 15 children because of mold. HACSM desires to facilitate continuity of child care services at Midway Village until the new construction of a child development center as part of the Phase 2 redevelopment can be completed. Therefore, HACSM has agreed to provide a site for a new modular classroom unit serving 39 preschool children, for which the Board of Supervisors authorized \$876,250.87 of ARPA funds. The County will own and have the right to relocate and repurpose the modular unit upon opening of the new child development center planned for Phase 2 of the Midway Village redevelopment.

Use of Evidence

High quality, state funded child care and preschool programs are associated with improved child development outcomes and more stable employment for low-income parents. There is a shortage of affordable childcare in San Mateo County, particularly in low-income communities where parent earnings are typically not sufficient to cover the full cost of quality child care. The pandemic reduced the already inadequate supply of licensed child care in San Mateo County. The temporary loss of subsidized child care and preschool spaces caused by the redevelopment of Midway Village directly affects the ability of low-income families to continue to work in essential jobs.

Performance Report

Midway child care modular classroom is licensed (Jan. 2025) and is now operating. There have been construction impacts on the child care site from the construction of Phase 2 and MidPen and the GC are taking steps to mitigate them.

[Back to Top](#)

EC 2.15 Housing Support: Affordable Housing

Middlefield Junction

Total Expenditure: \$12,982,284.00

Project Expenditure Category: EC 2.15 Housing Support: Affordable Housing

Project Start Date: June 1, 2023

Status: Complete

Project Overview

Middlefield Junction is located at 2700 Middlefield Road in Redwood City, on a County-owned vacant parcel behind the County's Fair Oaks Health Center. It consists of 179 new apartments from one to three bedrooms, a child care center and community open space. The site, located in the unincorporated neighborhood of North Fair Oaks, was targeted for housing and neighborhood-serving amenities through an extensive planning process. The developer selected to build and operate the project is Mercy Housing California, a nonprofit affordable housing developer with extensive experience in developing affordable housing projects in the Bay Area and throughout California. The County has conveyed the site via a long-term ground lease to Mercy Housing California 96, L.P., a California limited partnership, which will develop, own, and operate the project. A total of 177 units will serve households with incomes between 15% and 80% of Area Median Income (AMI) and two unrestricted units are for managers. Twenty (20) units are set aside for individuals and families experiencing homelessness and receiving care

management and supportive services from San Mateo County Health. In addition to addressing the critical need for affordable housing in San Mateo County, the project will provide much-needed amenities such as a childcare center serving residents and members of the surrounding community. The total development cost of the project is more than \$156 million.

Use of Evidence

High quality, stable, affordable housing for the most economically vulnerable families prevents unhealthy housing conditions, overcrowding and homelessness, all of which are significant risk factors for poor health and child development outcomes. The pandemic has exacerbated these risk factors.

Performance Report

A fire event in June 2024 necessitated the Project's split into two phases: completion of Building A (75 units) in April 2025 and Building B (104 units) expected by February 2026.

[Back to Top](#)

Half Moon Bay Affordable Housing Development (555 Kelly Ave)

Total Expenditure: \$1,500,000.00

Project Expenditure Category: EC 2.15 Housing Support: Affordable Housing

Project Start Date: February 2022

Status: Complete

Project Overview

Previously, the Board allocated \$1,500,000 of ARPA funds to help fund a farmworker housing development using modular construction. The County explored multiple potential sites for the project, but, unfortunately, each potential site had environmental or other limitations.

On October 4, 2022, the Board of Supervisors passed a resolution to reallocate the \$1,500,000 for the modular housing project toward an affordable housing project in Half Moon Bay. This provided a more expeditious way to fund the pressing need for additional affordable housing for the local farmworker community.

The proposed development at 555 Kelly Avenue includes a four-story building with 40 affordable rental units targeted to low-income senior farm workers. The development also plans to have a 2,050 square foot resource center staffed and managed by Ayudando Latinos a Sonar (ALAS). The resource center will offer services such as English classes, legal aid, internet access, case management, and a community kitchen.

This project originally proposed 40 affordable housing units in four stories, with parking and the Farmworker Resource Center on the ground floor. But due to events that have severely impacted the Half Moon Bay community over the beginning of 2023, Mercy and ALAS understood that there was an increased desire to further meet the needs of the farmworker community residing in unstable and inadequate living conditions.

Through ALAS's extensive outreach work within the farmworker community, they identified that farmworkers age 55 and older have an average household family size of 3. This meant that there would likely be a higher need for more one- and two-bedroom units. The increase in these unit types could house up to 3 to 5 people, respectively, according to HUD occupancy standards. To increase the number of one- to two-bedroom units and maintain the same unit count, the design team needed to explore adding a fifth story to the proposed structure, which is where the current design now stands.

Use of Evidence

According to the California Department of Housing and Community Development, California farmworkers earn, on average, approximately \$20,000 a year, which is less than 20% of the County's area median income. Thus, even prior to the COVID-19 pandemic, local farmworkers and their families were among the most economically vulnerable members of our community. This vulnerability was exacerbated by the pandemic and has made their need for additional local affordable housing on the coastside even more dire.

Performance Report

The project is still in the predevelopment stage.

[Back to Top](#)

Belmont Family Apartments

Total Expenditure: \$9,500,000.00

Project Expenditure Category: EC 2.15 Housing Support: Affordable Housing

Project Start Date: April 2024

Status: Complete

Project Overview

Sponsored by ROEM Development, an established developer of affordable housing in San Mateo County, Belmont Family Apartments, 803 Belmont Avenue, Belmont is a new construction, 125 unit affordable housing development, providing 1, 2, and 3 bedroom apartments for 42 extremely low income families needing 2 and 3 bedroom apartments, 20 formerly homeless veterans, and 62 additional extremely low-income, very low-income, and low-income households. It is located on El Camino Real with excellent bus service and is a short walk from the Belmont CalTrain. It is in a "High-Resource" community, as defined by the California Tax Credit Allocation Committee, with excellent access to shopping, health care, basic services, schools, parks, and other community amenities. Onsite resident services, including coordination of services with the nearby Veterans Administration for the homeless veterans, will promote housing stability and build community.

The project has received an award of 42 Section 8 Project-Based Vouchers for extremely low-income families and 20 HUD-VASH Project-Based Vouchers for formerly homeless veterans. These 62 Project-Based Vouchers assure long-term housing stability for households at greatest risk of homelessness, including formerly homeless veterans and large families with extremely low incomes who make up a growing share of San Mateo County's homeless population. By providing large family units to extremely low-income households with vouchers that limit their share of rent to 30% of the household's adjusted income, the project addresses one of the most intractable unmet housing needs in San Mateo County. By providing units for formerly homeless veterans, the project is contributing to San Mateo County's goal of eliminating homelessness in its veteran population.

Use of Evidence

Deeply affordable rental housing with coordinated onsite services for formerly homeless households and households at risk of homelessness have been found to improve health outcomes, reduce health care and social service spending, and address the greater health risks experienced by these households during the pandemic.

Performance Report

The project closed on its financing on April 9, 2024. Construction is in progress and is expected to be completed in December 2026.

[Back to Top](#)

North Fair Oaks Apartments

Funding Allocation: \$5,410,130.00

Project Expenditure Category: EC 2.15 Housing Support: Affordable Housing

Project Start Date: n/a

Status: In progress

Project Overview

This \$4.9M ARPA investment funds the construction of North Fair Oaks, a 100% affordable rental housing development consisting of 86 apartments and located at 430-434 Douglas Avenue and 429-431 MacArthur Avenue in unincorporated Redwood City. The project will contain a total of 86 apartments, including 47 studios, 29 one-bedroom, 4 two-bedroom, and 5 three-bedroom units. The project will target 28 units for households experiencing homelessness with high-cost health needs, 11 units for households experiencing homelessness with severe mental illness, and two additional units for people experiencing homelessness. The County, including Behavioral Health and Recovery Services, will also provide case management and other supportive services for residents. On site amenities will include a community room, community kitchen, courtyard, bike storage and laundry facilities.

Use of Evidence

Throughout San Mateo County, thousands of low-income households face housing affordability challenges. High rents have impacted these residents' ability to access safe and affordable housing and have led to overcrowding, higher risk of homelessness and displacement from their home community. Cost-burdened families and individuals not only experience housing insecurity, but they also face challenges in paying for other important necessities such as food, medical care, child care, and transportation. As a result, it is more difficult for these residents to secure employment opportunities and attain positive health outcomes. These preexisting challenges have been exacerbated by the pandemic and its negative economic impacts. This project directly addresses the root problem of lack of affordable housing exacerbated by the pandemic by creating additional units of permanent affordable housing, including service-enriched supportive housing for chronically homeless persons in San Mateo County.

Performance Report

Project received award of low income housing tax credits with deadline to close on construction financing by August 5, 2025. Expect to start construction by end of August 2025.

[Back to Top](#)

Ramada Inn

Funding Allocation: \$10,000,000.00

Project Expenditure Category: EC 2.15 Housing Support: Affordable Housing

Project Start Date: August 2024

Status: In progress

Project Overview

San Mateo County is using a \$13.89 million Homekey grant to convert the Ramada Inn in South San Francisco into 45 studio apartments for permanent supportive housing for people experiencing homelessness. The Homekey grant is being combined with \$6.75 million in ARPA funds to renovate the four-story hotel at 721 Airport Blvd. Each studio unit will have new kitchenettes with a refrigerator, cooktops, exhaust hood, counter space, and cabinetry. The renovations will also include expanding communal spaces that will be available to residents. Initial plans include seven units that will meet ADA standards for tenants who have physical challenges, and five units that will support those with visual and auditory challenges. Episcopal Community Services (ECS) of San Francisco will operate the property and provide onsite supportive services. The building will be staffed by two full-time case managers, a full-time support services manager, a behavioral health clinician, and live-in property management providing 24/7 staffing. Each resident will be assigned a case manager and have access to onsite support services and connections to other community resources, helping to strengthen residents' stability and well-being; including education, employment, benefits assistance, behavioral health, linkages to primary healthcare, and peer connection activities.

Use of Evidence

The County of San Mateo acquired this hotel, and others, to provide permanent housing that offers supportive services for people experiencing homelessness.

Performance Report

ARPA funding has been approved to support development of the Ramada Inn project.

[Back to Top](#)

Midway Village Phase II

Funding Allocation: \$8,000,000.00

Project Expenditure Category: EC 2.15 Housing Support: Affordable Housing

Project Start Date: September 1, 2024

Status: In progress

Project Overview

Midway Village Phase 2 is a 100% affordable rental housing development located at 45 and 47 Midway Drive in the City of Daly City. The project will contain a total of 113 apartments units, including 111 income- and rent-restricted rental apartments, as well as two unrestricted managers' apartments. Rents in the project are restricted to remain affordable for 99 years to households with incomes between 15% and 60% of Area Median Income (AMI), with an average affordability of 44% of AMI. The restricted units will include 24 studios, 24 one-bedroom, 29 two-bedroom, 30 three-bedroom, and 4 four-bedroom units. The project's 63 two-, three- and four-bedroom units will provide housing for larger households of up to five persons, seven persons, or nine persons, respectively, and 38 of these larger units are targeted to extremely low-income and very low-income households whose units will receive project-based vouchers to assist with payment of the household's rent.

The project will include construction of a new child development center, which will provide state and federally subsidized early childhood education for low-income children who reside at the project and in the surrounding neighborhood. Other on-site amenities include flexible programming rooms with space for fitness and IT classes or other activities and in-unit washer/dryers in all the units. The property will also maintain a dedicated supply of computing equipment for residents' use. Residents will have convenient access to the outdoor playground

and after-school program center in the adjacent, newly completed Midway Village Phase 1, as these amenities were intended for shared use with Phase 2 families. There is also a shared parking garage with bike parking areas, completed as part of Phase 1, that will serve both the Phase 1 and Phase 2 developments. The project site is located in a transit- and amenity-rich neighborhood with bus and shuttle stops located within one-quarter (0.25) mile as well as nearby parks, an elementary school, and retail corridor less than one-half (0.5) mile from the project site. Furthermore, a new park and a community center are planned to be built adjacent to the project in subsequent phases of Midway Village redevelopment.

Use of Evidence

Midway Village Phase 2 will help reduce housing insecurity and alleviate overcrowding – two major contributors to poor health and socioeconomic outcomes among lower-income households in the County—that were exacerbated by COVID-19.

Performance Report

Midway closed construction in March 2025 and construction is proceeding with trenching and other subsurface work undertaken in the quarter ending June 30, 2025.

[Back to Top](#)

Hill Street (Belmont)

Funding Allocation: \$7,933,378.00

Project Expenditure Category: EC 2.15 Housing Support: Affordable Housing

Project Start Date: December 24, 2024

Status: In progress

Project Overview

This investment contributes to funding for development of the Hill Street Apartments, a 100% affordable rental housing development consisting of 37 apartments (36 income and rent-restricted rental apartments and one unrestricted three-bedroom manager's apartment), located at 876, 884, 898 and 900 El Camino Real in the City of Belmont, California 94002. The project's 18 two-bedroom and three-bedroom units will provide housing for larger households of up to five persons or up to seven persons, respectively, and 4 of these larger units are targeted to Extremely Low-Income households. Eighteen (18) one-bedroom units will be designated as Permanent Supportive Housing (PSH) units targeted to formerly homeless people with disabilities who will benefit from an award of 18 Project-Based Vouchers and a coordinated program of supportive services from San Mateo County Health System. Located in a "highest opportunity resource area," the Hill Street Apartments are across the street from the Belmont CalTrain station and within walking distance of essential services (grocery and pharmacy), and Twin Pines Park. Onsite amenities include 2,200 square feet of interior community room/common space, landscaped courtyards, and play areas suitable for children. The buildings feature energy-efficient, full electric designs with security measures such as cameras and controlled access.

Use of Evidence

Hill Street Apartments directly addresses the root problem of lack of affordable housing exacerbated by the pandemic by creating additional units of permanent affordable housing, including service-enriched supportive housing for homeless households with disabilities in San Mateo County.

Performance Report

Construction started on April 4, 2025. First OAC meeting commenced on April 16, 2025. Groundbreaking ceremony occurred on June 12, 2025. Layout work completed for both Pad A and Pad B (2 residential buildings). Inspections for concrete pour and slot supports progress. Concrete pad for both A and B will occur simultaneously. Delays from CalTrans to issue encroachment permit and PG&E for temporary and permanent power. Labor consultant getting setup with LPC tracker. Scheduled to share CPRs and review logs/reports periodically.

[Back to Top](#)

EC 2.16 Housing Support: Services for Unhoused Persons

Navigation Center

Funding Amount: \$12,277,531.69

Project Expenditure Category: EC 2.16 Housing Support: Services for Unhoused Persons

Project Start Date: June 2021

Status: In progress

Project Overview

In May 2023, San Mateo County opened the Navigation Center, a state-of-the-art facility that provides 240 safe, temporary living units for adult individuals and couples experiencing homelessness. The Navigation Center also provides intensive on-site, client-centered support services and housing-focused case management with the goal of moving people into permanent housing.

Unlike a congregate shelter, the Navigation Center offers increased privacy for clients and space for couples to stay together. The Navigation Center is a key component of the County's plan to make interim or permanent housing available to every unsheltered person who chooses assistance.

The Navigation Center is operated under a contract with LifeMoves, a Menlo Park-based nonprofit with experience providing interim housing and supportive services for homeless families and individuals.

Bright and airy private rooms give the Navigation Center a home-like feel. The Navigation Center also features medical and dental clinics as well as a community garden, dog run, space for 140 bicycles, and laundry facilities.



Various support services are offered to residents of the Navigation Center, including:

- Individualized care plans designed to link residents/clients with the full range of County services and partnerships
- Two-room medical clinic staffed six days a week and designed to provide basic/comprehensive/urgent medical care
- Two-chair dental clinic staffed five days a week with specialists available weekly
- Behavioral health professionals on-site five days a week to provide mental health and substance use disorder services
- Additional program details: <https://www.smcgov.org/ceo/san-mateo-county-navigation-center-program-overview>

Use of Evidence

The One Day Homeless Count and Survey from 2019 showed that there were 901 people experiencing unsheltered homelessness in San Mateo County. The same report from 2022 showed 1,092 people experiencing unsheltered homelessness. Many of these unsheltered individuals need interim housing and housing-focused case management to help them transition to permanent housing. Additionally, many unsheltered individuals who do not use congregate shelter – e.g., adult couples, individuals with pets, individuals with significant possessions – are open to accessing non-congregate shelter, so this program serves many of these individuals.

Performance Report

The Navigation Center completed construction and began occupancy in early May 2023. Occupancy began with the almost 90 residents of the existing Maple Street Shelter, which needed to be vacated by the beginning of May 2023, and continued incrementally through the summer months. The Navigation Center met the Homekey Occupancy milestone of 90% occupancy by September 6, 2023.

Client Impact Story

“SM” entered the facility on July 27, 2023, and exited the program into permanent housing on May 4, 2025. SM entered with various barriers, including substance disorder (alcohol), and

mental health. He also did not have any income upon entry into the program. Initially, his Case Manager focused on connecting him with mental health services and employment services. SM was initially connected to LifeMoves Behavioral Health Intern program and then graduated to a more long-term mental health support through Behavioral Health Recovery Services. An Employment Specialist was able to connect SM to employment through the school system and was doing substitute teaching at a local school. Once he was able to establish income, he then focused on various housing opportunities in San Mateo County. This is what took the vast majority of his time at the Navigation Center as SM's income only allowed him to look at rooms for rent. In the month of April, he was able to secure a room to rent in Redwood City for \$1,200 a month and he moved in on May 4, 2025.

[Back to Top](#)

Camino House (formerly Stone Villa Inn)

Funding Allocation: \$5,680,795.33

Project Expenditure Category: EC 2.16 Housing Support: Services for Unhoused Persons

Project Start Date: October 2021

Status: In progress

Project Overview

El Camino House provides 44 non-congregate shelter units (rooms) for adults (individuals and couples) experiencing homelessness. With the support of housing-focused case management and service linkages, residents staying at the shelter will work towards transitioning to permanent housing. El Camino House serves adults experiencing homelessness, including chronic homelessness, and who have been referred to by the Coordinated Entry System (CES). This includes persons with disabilities, little to no income, evictions, substance use issues, mental and physical health challenges, and/or other barriers to re-entering and maintaining housing.

Use of Evidence

The One Day Homeless Count and Survey from 2019 showed that there were 901 people experiencing unsheltered homelessness in San Mateo County. The same report from 2022 showed 1,092 people experiencing unsheltered homelessness. Many of these unsheltered individuals need interim housing and housing-focused case management to help them transition to permanent housing. Additionally, many unsheltered individuals who do not use congregate shelter – e.g., adult couples, individuals with pets, individuals with significant possessions – are open to accessing non-congregate shelter, so this program serves many of these individuals.

Performance Report

El Camino House offers hope and provides a secure, supportive, and welcoming place for adults experiencing homelessness in San Mateo County.

Table 11. El Camino House Performance Metrics

El Camino House	FY 23/24 (Jul 2023 – Jun 2024)	Jul – Sept 2024	Oct – Dec 2024	Jan – Mar 2025	Apr – June 2025	FY 24/25 YTD
Number of unduplicated clients served	129	76	82	78	77	163
Percentage of all leavers who exited to a permanent situation	31%	28%	13%	25%	18%	21%

El Camino House	FY 23/24 (Jul 2023 – Jun 2024)	Jul – Sept 2024	Oct – Dec 2024	Jan – Mar 2025	Apr – June 2025	FY 24/25 YTD
Average length of stay for program participants (days)	172	140	130	126	142	145
Percentage of adult leavers who exited and stayers (who stayed for 12 months or more) with increased employment income	1.22%	0%	0%	0%	21%	7%
Percentage of adult leavers who exited and stayers (who stayed for 12 months or more) with increased <i>non-employment</i> income	1.22%	0%	6.06%	10.71%	0%	6%
The ratio of occupied units to the total number of available and habitable/online units	93%	91%	93%	96%	97%	94%

Client Impact Story

At 62, “Leon” had weathered many of life’s storms. The life he made for himself seemed calm and steady from day to day, and he was happy to have a place to call home. Then bad news came suddenly one day in 2024, when an infestation overtook his housing complex rendering it uninhabitable. Leon was knocked from his stable day-to-day path and found himself facing an unexpected crisis—the loss of his home without alternatives for a place to live.

Leon was directed to Safe Harbor where he stayed for a short time before transitioning to live at El Camino House in June 2024. He arrived carrying a heavy weight of uncertainty about his future. Working closely with his case manager, they started the effort of putting Leon on a path to relief and stability. Together, they mapped out his immediate housing needs and how they could support his long-term well-being. Leon embraced this collaborative approach, appreciating the supports and opportunities El Camino House’s team would provide. The transformation that followed was remarkable.

Leon’s case manager helped connect him with available services such as CalFresh, Medicare, and Vocational Rehabilitation Services (VRS). Each connection strengthened the safety net supporting his new beginning. With the support of VRS, Leon secured employment. When added to the SSI retirement benefits he was receiving, Leon started to build his savings. Over the course of eleven months, he was able to save \$2,325. Leon’s hard work, combined with El Camino House’s support, helped create the strongest financial foundation he had in several years.

The most significant milestone came when Leon successfully applied for low-income housing. With dedicated assistance from his case manager and housing liaison, he received approval for a MONTSE scholarship program through HIP Housing. This program caps his rent at \$905 per month, and at the end of his 3-year scholarship, HIP Housing will work with Leon to make sure he remains stably housed. Leon’s journey culminated with his official acceptance to Magnolia Plaza, a senior housing facility, and he finally moved into his new home on June 18, 2025.

Leon, with the help of El Camino House’s staff and services, weathered this crisis and forged a dignified pathway to stability and a calm, steady life again. He can see the tangible results of all the effort El Camino House put into making his journey a complete success from the window of his new apartment..

[Back to Top](#)

Casa Esperanza (formerly known as Comfort Inn)

Funding Amount: \$6,901,983.86

Project Expenditure Category: EC 2.16 Housing Support: Services for Unhoused Persons

Project Start Date: October 2021

Status: In progress

Project Overview

Casa Esperanza Apartments is a three-story affordable permanent housing development located at 1818 El Camino Real, Redwood City, California. The property consists of 49 studios, 2 one-bedroom rental units, and 1 one-bedroom employee unit.

To provide long-term affordability for the project, San Mateo County allocated \$14,897,026 to fund acquisition and rehab activities in the Casa Esperanza property, Redwood City is allocating additional ARPA funding for the operation of 4 units in the Casa Esperanza property, and San Mateo County is planning to design a new program called SMC Local Rental Subsidy to fund operation of 47 units in the Casa Esperanza property. Also, through a Predevelopment Agreement with Alta Housing, the County allocated more than \$1.7M for the Casa Esperanza Project's Operation activities.

Use of Evidence

The One Day Homeless Count and Survey from 2019 showed that there were 901 people experiencing unsheltered homelessness in San Mateo County. The same report from 2022 showed 1,092 people experiencing unsheltered homelessness. To address the large number of homeless people who are living outside in San Mateo County, the County acquired this hotel, and others, to provide permanent housing that offers supportive services for people experiencing homelessness.

Performance Report

The County acquired the property on April 12, 2022, and began renovation on June 12, 2022. Since lease up on January 25, 2023, the property has been fully occupied with 56 income-eligible, formerly homeless individuals.

Client Impact Story:

"Tori," once disengaged and frequently in crisis, has shown significant improvement after engaging with the Support Services team. With patient case management, she reinstated her GA benefits secure In-Home Care Support, and now maintains a clean, organized home and consistent self-care. Emergency calls due to behavioral issues have significantly decreased. Like many others, she is now participating in structured activities and engagement groups, showing how consistent support can restore stability, dignity, and quality of life.

[Back to Top](#)

EC 2.18 Housing Support: Other Housing Assistance

Eviction Counseling/Legal Aid

Funding Allocation: \$2,250,000.00

Project Expenditure Category: EC 2.18 Housing Support: Other Housing Assistance

Project Start Date: November 1, 2022

Status: In Progress

Project Overview

The San Mateo County Department of Housing (DOH) solicited proposals from nonprofit organizations with a history of working with renters, to provide up to \$2,000,000 in eviction counseling and legal services to assist low-income tenants. DOH selected three nonprofit organizations through this solicitation process: Legal Aid Society of San Mateo County (LASSMC), Project Sentinel, and Community Legal Services of East Palo Alto (CLSEPA). Each nonprofit organization is contracted to provide eviction counseling and legal services to low-income tenants through fall 2024.

Use of Evidence

The state eviction moratorium ended June 30, 2022, and the County Core Service Agencies observed an increased need for legal assistance regarding current housing, landlord-tenant, and renter protection laws.

Performance Report

Table 12. Eviction Counseling and Legal Aid Performance Data

Provider	Two-year Performance Goal (November 2022 – October 2024)	Program Total
Community Legal Services of East Palo Alto (CLSEPA)	Provide comprehensive legal services, advice, consultation, representation, legal education, and/or rental assistance to 600 community members; distribute \$200,000 in rental assistance.	Legal services to 1,161 community members Rental assistance to 354 community members
Legal Aid Society of San Mateo County (LASSMC)	Provide legal services, including counsel, advice, and/or representation in negotiations with landlords and in legal proceedings for 100 clients; distribute up to \$100,000 in emergency financial assistance; provide informational and educational resources to 400 callers.	Opened cases for 589 households reaching 1501 persons
Project Sentinel	Provide mediation services to 264 persons; limited 100 legal consultations.	Counseled, conciliated 896 cases Addressed 1,288 I&R calls

[Back to Top](#)

Pacifica Safe Parking Program

Funding Allocation: \$400,000

Project Expenditure Category: EC 2.18 Housing Support: Other Housing Assistance

Project Start Date: June 29, 2022

Status: In progress

Project Overview

The Pacifica Safe Parking Permit (PSPP) program assists vehicularly housed individuals at risk of homelessness who have been negatively impacted by the pandemic. On February 8, 2022, the Board of Supervisors increased its initial contribution of \$150,000 to \$400,000 for the three-year program, supplementing a \$450,000 commitment by the City of Pacifica and an additional \$150,000 raised by the Pacifica Resource Center (PRC).

The program officially launched June 29, 2022, and will run through June 30, 2025. The program supports 25 unhoused families and individuals living in motor homes and other over-sized vehicles to be temporarily housed in a designated parking site. All 25 participants will also receive housing-focused case management to support their return to permanent housing and of those 25, the goal is that 10 of those participants will return to permanent housing.

Use of Evidence

County Core Service Agencies have provided continuous support to people at risk of homelessness throughout the pandemic, and there are still many residents in need of services.

Performance Report

Table 13. Pacifica Safe Parking Permit Program Performance

Program Goals	FY 23/24 Total	Jul – Sep 2024	Oct – Dec 2024	Jan – Mar 2025	Apr – Jun 2025	FY24/25 Total
25 families and individuals living in motor homes and other over-sized vehicles temporarily housed in designated parking sites	6	4	8	4	1	23
25 Pacifica Safe Park Permit (PSPP) participants receiving housing-focused case management to support their return to housing	3	4	8	4	0	19
10 PSPP participants returning to housing	3	7	2	2	5	19

[Back to Top](#)

Project WeHope Dignity on Wheels Mobile Hygiene Unit

Total Expenditure: \$244,237.66

Project Expenditure Category: EC 1.14 Other Public Health Services

Project Start Date: November 2023

Status: Complete

Project Overview

This grant funded a mobile hygiene station that includes showers, bathrooms, and laundry facilities for unhoused individuals living in encampments, streets, and other facilities that lack hygiene equipment.

Use of Evidence

Throughout the COVID-19 pandemic, the County has worked hard to safely house our homeless residents, a population that has been uniquely impacted by the public health emergency and its negative economic consequences. San Mateo County continues to see high numbers of unsheltered and vehicularly housed individuals. As a result, there is an ongoing need to identify individuals living on the streets and in vehicles, assess their housing and service needs, and facilitate connection to shelter and other supportive services like hygiene resources.

Performance Report

The grant was disbursed to Project WeHope to purchase the mobile unit in November 2023. The mobile unit was deployed to four locations: Behavioral Health and Recovery Services, Fair Oaks Community Center, Redwood City Library, and Puente Farmworkers Laundry Service.

Table 14. Project WeHope Performance Metrics

Performance Measure	Nov - Dec 2023	Jan - Mar 2024	Apr 1 – Jun 2024	July 2024	Project Total
Number of clients who utilized the mobile hygiene unit (unique count)	94	205	250	165	389
Number of visits to the unit	416	728	892	349	2,385
Number of days the mobile hygiene unit was deployed in any given location	32	64	62	23	181
Number of showers	308	540	610	247	1,705
Number of laundry loads	228	406	548	219	1,401

[Back to Top](#)

Emergency Housing to Farmworker Households Displaced by Mass Shooting Event in Half Moon Bay

Total Expenditure: \$653,859.58

Project Expenditure Category: EC 2.18 Housing Support: Other Housing Assistance

Project Start Date: March 1, 2023

Status: Complete

Project Overview

On February 14, 2023, the Board of Supervisors approved an emergency contract with Abode Services to provide rapid rehousing to the 19 households displaced by the shooting that occurred in Half Moon Bay on January 23, 2023. This project is funded with ARPA funds and third-party contributions, including from nonprofits, charitable organizations, and donors, in addition to the owners of the farms where the shootings occurred.

Abode is helping the households transition into sustainable permanent housing and offering housing identification and rental and move-in assistance; payment of security deposits, utilities and furnishings; and ongoing case management services to help displaced households meet their basic needs, increase their resources (e.g., employment, public assistance programs, etc.) and connect with applicable resources.

Use of Evidence

On January 23, 2023, seven farmworkers were murdered in a mass shooting event at two farms in San Mateo County. Survivors of that horrific tragedy who lived at the farms, already dealing with unimaginable trauma, also lost their homes, which were red tagged after follow-up investigations revealed unsafe and substandard living conditions. Even before their displacement, these households were uniquely vulnerable. According to the Department of Housing and Community Development, California's farmworkers earn, on average, approximately \$20,000 per year, which is less than 20% of San Mateo County's area median income, making farmworkers and their families among the most economically vulnerable members of our community. This vulnerability has been exacerbated by the COVID-19 pandemic, which caused significant negative economic and health impacts for farmworkers and their families, as many have faced

reduced work hours and/or reduced wages, lack access to reliable health care services, and have had to care for themselves and relatives with COVID-19.

Performance Report

Table 15. Emergency Housing to Farmworker Households: Project Performance

Performance Measure	Project Target	Performance (end of program)
Number of Households Served	20	19
Percentage of households with signed subleases by April 1, 2024	100%	89%
Percentage of households immediately moved into housing by April 1, 2023	100%	89%
Percentage of the households enrolled in the program which will move into sustainable permanent housing by April 30, 2024	100%	100%
Percentage of households who maintain housing and do not become homeless within 12 months of securing permanent housing	85%	100%

Client Impact Story

The “Garcia” family, whose name we have changed for privacy, found their way to Abode in the wake of the tragic shooting at the mushroom farm in Half Moon Bay. Among the families referred to Abode for housing assistance, they stood out with their warmth and resilience. With four children ranging from 5 to 17 years old, they faced the daunting task of rebuilding their lives after leaving behind their home at the farm and enduring the trauma of the incident.

For the Garcia’s, the prospect of uprooting from their community, leaving behind friends and teachers, was especially heart-wrenching for the children. Understanding the importance of stability in their healing process, the Abode team embarked on a mission to find a suitable home that could accommodate their large family and provide a sense of security.

Navigating the challenges of high rent and limited options in Half Moon Bay, the Abode team leaned on their network of local realtors and property owners. Through their dedication and resourcefulness, they uncovered a spacious 3-bedroom home in Moss Beach. Thanks to the goodwill of the landlord, who was moved by Abode’s mission and offered a reduction in rent. The Garcia’s found themselves with a place to call home. The moment the family laid eyes on their new residence; emotions overflowed. The children’s joy was palpable as they explored every nook and cranny of their new abode. In partnership with San Mateo County Victim’s Services, Abode continues to support the Garcia family on their journey of healing and stability. Regular check-ins and collaborative efforts ensure that the family receives the assistance they need to thrive in their home. Seeing the Garcia’s take pride in caring for their space, expressing gratitude for the safety and stability it provides, is a testament to the resilience of the human spirit.

The icing on the cake was that all the children were able to remain enrolled in their respective schools, preserving a sense of normalcy.

[Back to Top](#)

Episcopal Community Services – La Quinta Inn

Total Expenditure: \$441,821.91

Project Expenditure Category: EC 2.18 Housing Support: Other Housing Assistance

Project Start Date: July 2023

Status: Complete

Project Overview

This investment funded implementation of the predevelopment scope, including architectural, design, legal and other needed services, in preparation to develop the property for La Quinta Inn at 1390 El Camino Real in Millbrae.

Use of Evidence

Throughout the COVID-19 pandemic, the County worked hard to safely house homeless residents, a population that was uniquely impacted by the public health emergency and its negative economic consequences. San Mateo County continues to see high numbers of unsheltered and vehicularly housed individuals.

Performance Report

The predevelopment work was completed.

[Back to Top](#)

Working Together to End Homelessness Innovation Grants

Total Expenditure: \$1,418,022.00

Project Expenditure Category: EC 2.18 Housing Support: Other Housing Assistance

Project Start Date: January 31, 2023 for the City of Millbrae Innovation Grant; February 1, 2023 for Redwood City Innovation Grant,

Status: Complete

Project Overview

The Working Together to End Homelessness (WTEH) Innovation Grant program was created to support the piloting of bold and innovative approaches to assist the 1,092 unsheltered residents of San Mateo County in engaging with service providers, and to help them successfully transition to interim or permanent housing. Programs addressing one or more of the following focus areas were eligible for grants: unsheltered residents living on the streets and in encampments; vehicularly housed residents living in cars, vans, and RVs; and/or economic self-sufficiency.

Proposals selected for funding include:

- Redwood City's proposal to pilot multiple concepts to achieve functional zero homelessness within the city's jurisdiction and build on efforts to complement the Countywide Coordinated Entry System (CES). The city proposed to expand and intensify homeless outreach utilizing a by-name list approach; assignment of outreach workers to specific encampments; developing and deploying an inter-agency coordination of HOT teams; providing Hotel Respite; on-demand shelter when appropriate; and working with County partners to address barriers and challenges for those hardest to serve who are still unsheltered.
- Millbrae proposed to develop and pilot a program for the unsheltered population surrounding the BART/SFO transportation corridor in their city and provide after-hours outreach, engagement, and case management services to individuals experiencing homelessness. This proposal continued after-hours services at BART/SFO transportation corridor. Proposed services included linkage to shelter services, transportation

assistance, service referrals, and other supportive services with the goal to rapidly outreach and engage unsheltered individuals.

Use of Evidence

Throughout the COVID-19 pandemic, the County worked hard to safely house homeless residents, a population that was uniquely impacted by the public health emergency and its negative economic consequences. San Mateo County continues to see high numbers of unsheltered and vehicularly housed individuals. As a result, there is an ongoing need to identify individuals living on the streets and in vehicles, assess their housing and service needs, and facilitate connection to shelter and other supportive services. Outreach teams work to locate, engage, stabilize and house chronically homeless individuals and families, and outreach activities serve to facilitate entry into San Mateo County's coordinated entry system (CES) for unsheltered persons and persons staying in vehicles. The County has also expanded medical, social, and behavioral health services for residents living on the streets and in encampments.

Performance Report

The Millbrae BART WTEH grant agreement was executed on January 31, 2023, with a program commencement date of January 31, 2023, and an end date of June 30, 2024.

Table 16. Millbrae Project Performance

Millbrae Performance Measure	Cumulative Count	Program Target	Percent Met (end of project)
Unduplicated unsheltered individuals who have received outreach and engagement services	154	150	103%
Unduplicated unsheltered individuals who have received case management services	83	36	231%
Unsheltered individuals placed in temporary housing	227	45	504%
Unsheltered individuals placed in permanent housing	5	5	100%

Redwood City WTEH grant agreement was executed on March 28, 2023, with a program commencement date of February 1, 2023, and an end date of June 30, 2024.

Table 17. Redwood City Project Performance

Redwood City Performance Measure	Cumulative Count	Program Target	Percent Met (as of 3/31/24)
Unduplicated unsheltered individuals who have received outreach and engagement services	378	185	204%
Unduplicated unsheltered individuals who have received case management services	72	103	70%
Unduplicated unsheltered individuals participating in mental health and/or substance disorder and/or recovery services	145	103	141%
Total Hotel Respite Program placements exits to shelter, housing, or ongoing services	60	65	92%

Client Impact Story:

Client "John," a 69-year-old man who had been living on the streets of Redwood City for years, is part of the Redwood City By-name List. Prior to experiencing homelessness, John had resided in his apartment for over 25 years until his landlord notified him that he needed to vacate due to a building remodel. Unaware of his tenant rights, John swiftly moved out and established an encampment in Redwood City, determined to remain in the city where he was raised.

When John was first engaged in March 2022, he was not receptive to services. He went for about a year without engaging with outreach until he connected with the Redwood City Outreach Strategy Team in January 2023. Although John still harbored reservations, the team managed to connect him with the Street Medicine team and facilitated a CES assessment. Subsequently, he entered hotel respite with the aim of securing housing and employment. Despite weeks passing with minimal engagement from John and three weeks of client escalation and non-engagement, he was eventually discharged back to the community.

Throughout this period, the RWC OS team continued to maintain contact with John. There were moments when John expressed his exhaustion with being unsheltered; however, he remained reluctant to accept services from outreach workers. Eventually, when John's encampment received notice of a scheduled encampment clearing, he agreed to enter hotel respite in October 2023. From there, he developed a deeper rapport with his case manager and became willing to fully engage in healthcare services, initiate a savings account, and enroll with the Institute on Aging for case management, which included exploring future housing support.

John moved into his studio apartment at Miramonte in March 2024, marking two years since his initial interaction with the homeless outreach team at his encampment. He has established a savings plan and has remained engaged with his case manager. John is now part of the subsidy program and will be considered for the Institute on Aging subsidy program to cover a portion of his rent if he continues to engage with their program. We eagerly anticipate continuing to support John over the next six months and assisting him in maintaining stable housing beyond the support provided by the subsidy programs.

[Back to Top](#)

Affordable Housing Expertise for Small/Mid-sized Cities

Funding Allocation: \$125,000

Project Expenditure Category: EC 2.18 Housing Support: Other Housing Assistance

Project Start Date: July 2023

Status: Complete

Project Overview

This allocation supports start-up costs of a shared housing consultants program to provide small and mid-sized cities in the County with additional affordable housing development expertise.

Use of Evidence

The pandemic has amplified the need for safe, affordable housing for all. This program will help smaller cities build capacity to further develop affordable housing.

Performance Report

The Housing Endowment and Regional Trust of San Mateo County (HEART) implemented the Program through January 2025. HEART hired a Program Director, one Specialist, and one Fellow. HEART executed agreements with eight cities and the County for the Mobile Home Loan Program, exceeding their goal of executing agreements with six jurisdictions. Participating cities included Brisbane, Burlingame, East Palo Alto, Menlo Park, Millbrae, Pacifica, San Bruno, San Carlos.

Multi-City Activities

HEART Consulting Services (HCS) benefited multiple communities while also meeting the specific needs of each community. Most of these efforts intended to meet goals set out in each

city's housing element or contribute to the sound operation of affordable housing programs. Efforts on behalf of all communities included the following:

- Participation in 21 Elements Efforts: HEART participated in 21 Elements meetings including the meetings for Community Development Directors and Housing Managers, which serve as a clearinghouse and talk shops.
- BMR Guidelines and Manuals: HEART staff continued to work on a universal BMR Manual. This process coincided with a 21 Elements led BMR best practice working group.
- Resource and Fair Housing Guides: HEART wrapped up its initial work with several cities to improve the housing resource information available on the web. This will be an ongoing project for HEART to keep the information up to date and work with cities to update and improve their information.
- MTC-TOC Policy: MTC is implementing its Transit Oriented Communities Policy over the next 15 months. The policy would require six of our eight cities to have certain zoning, programs, and policies in place to qualify for 2026-2030 transportation funding. HEART will assist each city in putting into place programs and policies that meet the Production, Preservation, and Protection requirements of the TOC policy. MTC-ABAG announced they are working with Goldfarb and Lipman to create several model ordinances. HEART is ready to help each city take these model ordinances, craft them to the needs of each community, prepare staff reports, and provide any other assistance needed to ensure their passage.
- Grand Nexus Study: 21 Elements is coordinating a new multi-city inclusionary housing nexus study. Several HEART contracted cities are participating, with HEART playing various support roles for each city, depending on each city's needs and capacity.

City-Specific Activities

In addition to the above, HEART assisted individual jurisdictions with a range of activities:

Brisbane: HEART worked with city staff on defining the future of the Visitation Gardens project (a 14-unit senior housing development on a ground lease from Brisbane to BRIDGE Housing). In addition, HEART assumed responsibility for managing the outside contractor implementing a new, \$495,000, HUD (Housing and Urban Development) funded home repair program, and HEART advised Brisbane staff on revisions to their Inclusionary Housing Ordinance.

Burlingame: Burlingame has experienced significant staff turnover. HEART has met with the new staff to discuss the areas in which it can assist the City once they are ready to assign HEART significant work.

East Palo Alto: Due to the level of work requested of HEART, both on special projects and to cover for two staff out on parental leave, East Palo Alto entered into a supplemental hourly contract with HEART for ongoing work. Activities for this quarter included:

- Coverage of daily housing division tasks including constituent inquiries, BMR unit oversight, and invoices.
- Assisting with the coordination of efforts to remove encampments from unsafe locations.
- Completion of the successful application for a PBF fellow.
- Participation in the efforts to streamline ADUs.
- Drafting of a new preservation program policy and guidelines, which is going before the City Council in early 2025.

- Revising the Local Preference Policy (to be reviewed by the Council on January 21st), and drafting implementation guidelines.
- Assisting the City in reviewing an inclusionary development proposal.

Menlo Park: HEART staff are working with city staff on an anti-displacement strategy for Belle Haven. Community meetings were held this quarter, and a community survey will be rolled out in early 2025. .

Millbrae: HEART staff worked with Millbrae staff on updating their housing resource page; submitting an MTC/TOC Policy Implementation grant; and advised the City on MTC/TOC policy implementation.

Pacifica: HEART authored a successful application for the Partnership for the Bay's Future Fellowship program. HEART also reviewed an in-lieu fee modification request for an inclusionary development project and recommended how to proceed.

San Bruno: HEART expects to support San Bruno in early 2025 with meeting the requirements of the MTC/TOC policy.

San Carlos: HEART is assisting new City staff in establishing a new work plan following staff turnover.

Table 18. Affordable Housing Expertise for Small/Mid-sized Cities Performance Data

Performance Measure	Program Performance (July 2023 – January 2025)
Enter into Shared Housing Team participation agreements with at least six San Mateo County jurisdictions	Executed agreements with 8 cities Executed agreement with County for the Mobile Home Loan Program
Hire and onboard Shared Housing Team (currently estimated as three (3) staff persons)	Hired Program Director on July 17, 2023 Hired Specialist on November 27, 2023 Hired Fellow on December 4, 2023
Increase staff level of services for one city	Increased staff provided to City of East Palo Alto from 0.20 to 0.70 staff
Hire two staff people	Hired two new staff (four total staff)

[Back to Top](#)

EC 2.25 Education Assistance: Academic Services

Summer Enrichment Grant Program and Program Evaluation

Total Expenditure: \$2,948,000.56 grants, \$48,187.50 program evaluation

Project Expenditure Category: EC 2.25 Education Assistance: Academic Services

Project Start Date: February 8, 2022

Status: Complete

Project Overview

This grant program provided 68 summer enrichment programs with grants ranging from \$5,000 to \$260,000 to expand access for socio-economic disadvantaged (SED) students, students with special needs, and students who are English Language Learners. The geographic distribution of

grant funds was based on the relative population of SED students across the County. This methodology helped to ensure the grant funding increased summer enrichment opportunities for students with the greatest need and who experienced the greatest impacts of the pandemic.

Use of Evidence

Childcare providers and educators cited the ongoing need for enrichment opportunities, particularly for socio-economic disadvantaged students. This grant program provided student scholarships and additional slots in quality summer programs. The County also contracted with an evaluation consultant, Harder+Company, to determine the impacts of the 2022 summer grant program and help inform future grant programs.

Performance Report

A full list of summer enrichment grant recipients can be found on the County Executive's Office website: <https://www.smcgov.org/ceo/summer-enrichment-grant-recipients-april-2022>. The funding breakdown by type of grantee and geographic area are shown below.

Figure 10. 2022 Summer Enrichment Fund Disbursement by Type of Program

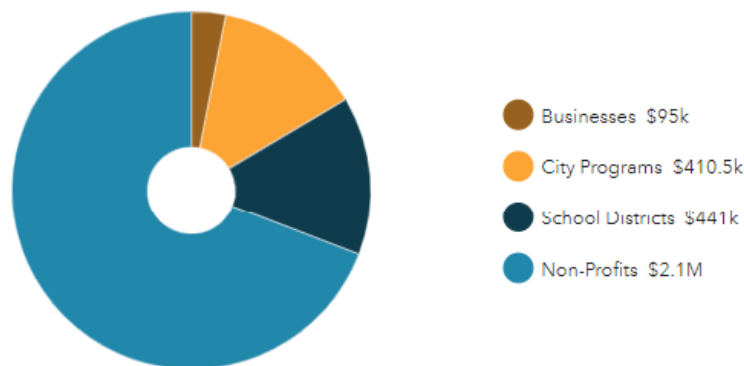
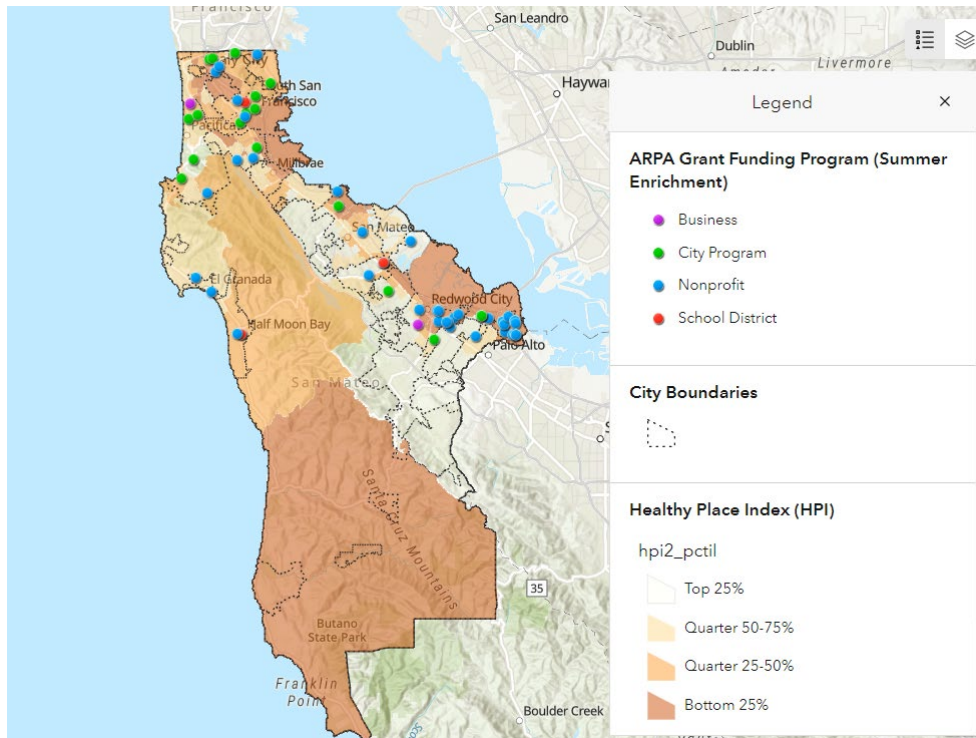


Table 19. Number of 2022 Summer Enrichment Grantees (organizations) and Programs by Region

Geographic Area	Grantees	Programs
North (Daly City, San Bruno, South San Francisco)	12	18
Central (Belmont, San Mateo)	6	8
South (East Palo Alto, Menlo Park, Redwood City)	20	32
Coastside (El Granada, Half Moon Bay, Pacifica)	6	10
Total	44	68

The geographic distribution of grantees is shown below. The map includes the Healthy Places Index (HPI), with the darker shades (bottom quartiles) representing the areas of greatest need.

Figure 11. 2022 Summer Enrichment Grant Recipients



Grantee Impact Story:

One grant recipient, CoolineKids in East Palo Alto, used the grant funds to expand their summer program for an additional 15 students. They shared camp photos and a message from the Executive Director, “*Thank you again for making this happen for our community!*”



Photo: CoolineKids Summer Camp, 2022 Summer Enrichment Grant recipient

Harder + Company conducted a program evaluation and presented the following highlights to County leadership.

Programs successfully reached the priority populations.

Priority populations served	
Students who are socioeconomically disadvantaged	51%
English Language Learners	21%
Students experiencing homelessness	2%
Students with special needs	6%



Programs successful reached the priority populations.

1,186

students were first time participants in an enrichment program

The most frequently served zip codes included 94025 (**Menlo Park**), 94015 (**Daly City**), 94080 (**South San Francisco**), 94303 (**East Palo Alto**), and 94063 (**Redwood City**).



Expanding Access

Programs expanded program offerings including program time and program staff



450 days and **65,370 additional program hours** were added across programs



327 additional staff were hired across programs

Social Emotional Development

Programs addressed various areas of social emotional learning.

Relationship/Social Skills	100%
Self-management/Emotion Regulation	93%
Responsible decision-making	85%
Self-awareness	81%
Social awareness	78%



Family Well-Being

The summer enrichment program also impacted families.

- 69%** reduced stress
- 62%** allowed **time to do other tasks**
- 54%** improved **family well-being**
- 25%** created **opportunities to pursue education, training**
- 25%** created **opportunities to pursue or change employment**

We heard from some of our parents, and they thanked us, because they said, "wow, if it wasn't for this program, I would have had to quit my job." – Program staff

[Back to Top](#)

2023 Summer Enrichment Grant Program

Total Expenditure: \$2,924,815.70

Project Expenditure Category: EC 2.25 Education Assistance: Academic Services

Project Start Date: January 2023

Status: Program complete

Project Overview

On November 15, 2022, the San Mateo County Board of Supervisors approved \$3,000,000 in American Rescue Plan Act (ARPA) funds to create the San Mateo County 2023 Summer Enrichment Grant Program. This program replicated the 2022 Summer Enrichment Grant Program for the summer of 2023. The program helped expand access to summer enrichment programs for socio-economic disadvantaged (SED) students, students with special needs, and students who are English Language Learners. The geographic distribution of grant funds was based on the relative population of SED students across the County. This methodology helps ensure that grant funding benefits youth with the greatest need and who experienced the greatest impacts of the pandemic.

Use of Evidence

Childcare providers and educators cited the ongoing need for enrichment opportunities, particularly for socio-economic disadvantaged students. This grant program provides student scholarships and additional slots in quality summer programs.

Performance Report

In February 2023, 53 summer programs were selected to receive grants ranging from \$10,000 to \$100,000, depending on the number of students served. Grantees used these funds to provide scholarships, open additional program slots, extend program hours, or offer more competitive pay to new or existing staff. The breakdown of funds by type of grantee and geographic location is shown below.

Figure 12. 2023 Summer Enrichment Grant Program Fund Disbursement by Type of Program

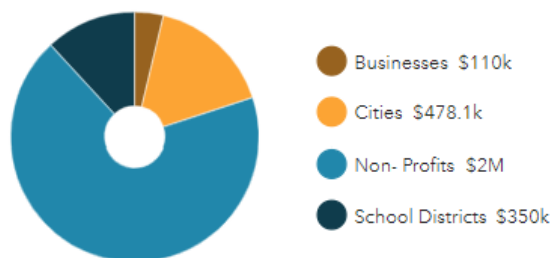
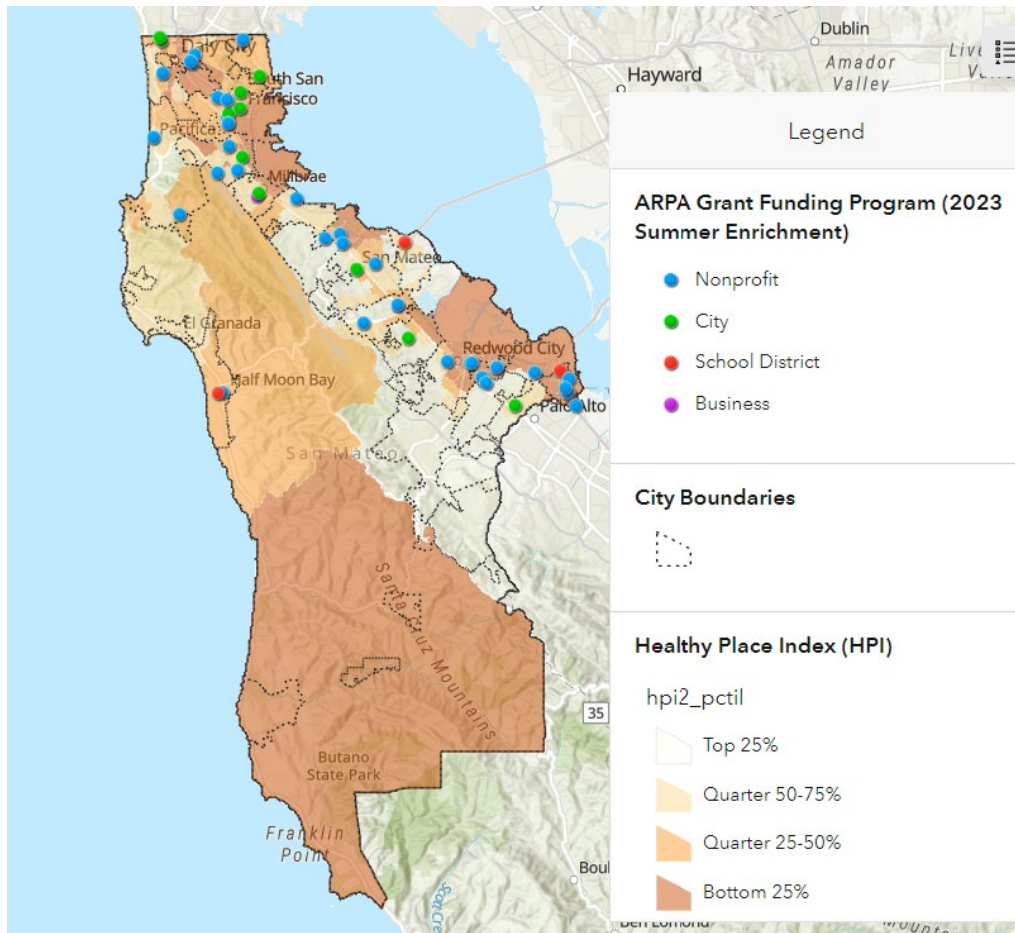


Figure 13. 2023 Summer Enrichment Grant Recipients



Providers were asked to share how these grants enhanced their summer program. Below are just a sample of the responses received.

Samoan Solutions Pasefika Boss Up Program

This funding allowed for us to expand support for socio-economically disadvantaged youth participating in our Summer program. Here are the different ways we incorporated support:

- Transportation to and from program
- Meals, snacks & drinks offered for youth during the program & to take home for youth that indicated challenges to food access
- Resource connection & service referrals for youth in need of: Mental Health services, and housing services & shoes/clothing needs
- Extended hours for families who needed late pick ups due to parent/guardian employment schedules.
- College & Career training

- Financial Support: This grant funding allowed for us to offer our Summer program to families at zero cost. This was vital for families with multiple youth participants from the same households and families who would not have been able to have youth participate if we had to implement the participation fee.

Funding allowed for us to offer 3 youth stipends for Middle School students who come from Single income households who were also heavily impacted by COVID-19.

In addition, we established community partnerships that offered stipends for participants that signed up for an additional 3 week College & Career training that occurred before the start of our Pasefika Boss Up program.

Funding also allowed for program to be extended 5 days.

We are thankful to have been recipients of this funding. Our youth participants were taught strategies to brainstorm ideas to start their own business, gained knowledge to start their own business, interact with local small business owners talks through work-based learning trips & talks. All our young bosses worked to either launch a small business idea OR pitch their small business idea to our community at our Nesian Night Market. It was a huge success and made possible through your financial support, and community partnership.

News Article: https://www.smdailyjournal.com/news/local/polynesian-night-market-returns-to-burlingame/article_bc2047b2-2cf8-11ee-b481-c3a398138573.html?fbclid=IwAR02wwrm2NYFOVDi-ILjGEv_AqJJMAw_vriSyjQGmeLcFZ5rHFJBG-L129Q

Fireside Recap Post:
https://www.instagram.com/p/CvJiZF4Ly_g/

Brick & Mortar Work Based Learning Recap Post:
<https://www.instagram.com/samoansolutions/>

Final Project Business Launch/Pitch Prep:
<https://www.instagram.com/p/CvLUkqCMVws/>

Ravenswood City School District Ravenswood BGCP K-5 Summer Program

Nearly 80% of Ravenswood district students qualify as socio-economically disadvantaged. Our summer program offered students and families a safe, engaging place for students to learn and have fun for a month during the summer. Our goal for the summer program was for Ravenswood students to experience fun, engaging enrichment that sparks their joy of learning.

Our program gave students an opportunity to learn and explore new interests, as well as avoid the typical summer slide that occurs for many students over the summer break. These grant funds allowed us to hire enough additional staff to offer 120 additional rising kinder-5th graders the opportunity to attend our summer program. They also allowed us to provide on-site counseling, transportation, and free snacks (in addition to free breakfast and lunch).

Sequoia High School Education Foundation / Sequoia High School Raven Fellowship Program

Recipients of this new Raven Fellowship experience were low-income, first-generation-to-go-to-college students at Sequoia High School who have been showing academic excellence and commitment to community service. This fellowship allowed these wonderful students to work for the small business or nonprofit organization of their choosing with financial backing from our school's education foundation, thanks to your San Mateo County Board of Supervisors' SMC Strong funding. This meant that their summer employer did not have to pay their salary. Raven Fellows were connected with a summer employer in a field of strong interest for the student's college studies or career interests. This was a win-win-win for everyone: small businesses and non-profits got "free" labor and the connection to new young talent; high schoolers who would have taken a low-skill/low-paying job over the summer-- a job totally unrelated to their interests for college or career-- were instead helped to create a professional resume, were given extensive career coaching and interview prep, were introduced to local employers, and were coached and mentored throughout their summer experience; and Sequoia as a school benefitted by being able to inspire and reward hard working students to re-engage with their studies with renewed interest, passion and purpose thanks to this fellowship program.

We now can happily report that these Raven Fellows are taking harder classes this year as a result of their summer experiences and are more engaged in their school and local community! We are SO excited about what our students have done and are excited to grow this program network of mentors and local non-profits to support more students in the future.

Youth Leadership Institute Youth Empowerment, Entrepreneurship, and Employment!

Funding from San Mateo County Strong Summer Enrichment supported program expansion for the Youth Empowerment, Entrepreneurship, and Employment (YEEE) Program. YEEE promotes economic development, civic engagement, career/industry awareness, and academic achievement among socio-economically disadvantaged youth in Daly City, South San Francisco, Half Moon Bay, San Bruno, Redwood City, and North Fair Oaks.

In its second year of implementation, YEEE expanded from a 6-week summer program to an 8-week (3-week job training and 5-week career academy/internship) immersive experience surrounding college & career exploration, job training, and work-based learning at an internship placement (i.e., small business or community-based organization). The program successfully reached 87 BIPOC youth. Participants completed a minimum of 120 work-based learning hours, received CPR certification and a stipend of up to \$3,200. Grant funding was used to support programming for low-income students at no cost and offered incentives for participation.

[Back to Top](#)

2022-2023 Out-of-School Care Grant Program and Program Evaluation

Total Expenditure: \$2,536,682.28 grants/ \$97,550.00 program evaluation

Project Expenditure Category: EC 2.25 Education Assistance: Academic Services

Project Start Date: August 2022

Status: Complete

Project Overview

This grant program increased the availability of before-school and after-school programs for socioeconomically disadvantaged (SED) students in the County. The grant program was open to nonprofit providers, public entities (such as cities and school districts), and local businesses that committed to using grant funds to expand quality out-of-school programming for SED students.

Use of Evidence

Educators, after-school care providers and child development experts agree that children need out-of-school programs – prior to school, after school and during school vacations - that support both academic progress and social and emotional development. This need is particularly acute for SED students and families living in communities severely impacted by the pandemic.

Performance Report

The San Mateo County Out-of-School Care Grant Program provided grants in the amount of \$50,000 and \$75,000 to 28 nonprofit programs, 9 school district programs, 3 city programs, and 1 small business. Grants were distributed proportionally based on the percentage of SED students in four geographic areas of the County- north, central, south, and coastside. Grantees could use these funds to extend program hours, provide scholarships to SED youth, increase pay for existing staff or hire additional staff, purchase supplies and equipment, and provide transportation and meals.

Through the use of these grants, programs served an *additional* 2,548 students, provided 430 students with scholarships, and created 99 new jobs serving children and youth. Grant awards were distributed to successful applicants in early October 2022. A breakdown of the type of grantee and grantee location are shown below.

Figure 14. Out of School Grant Program Fund Disbursement by Program Type

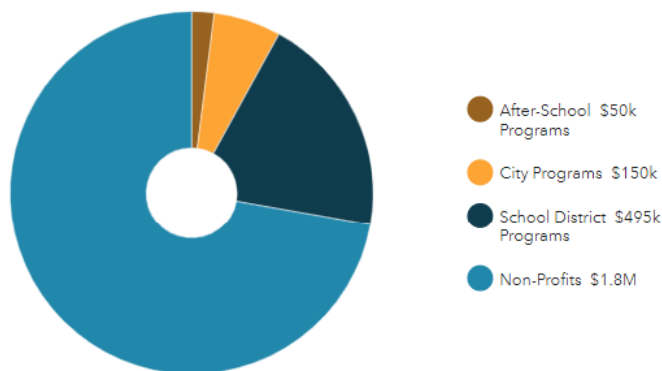
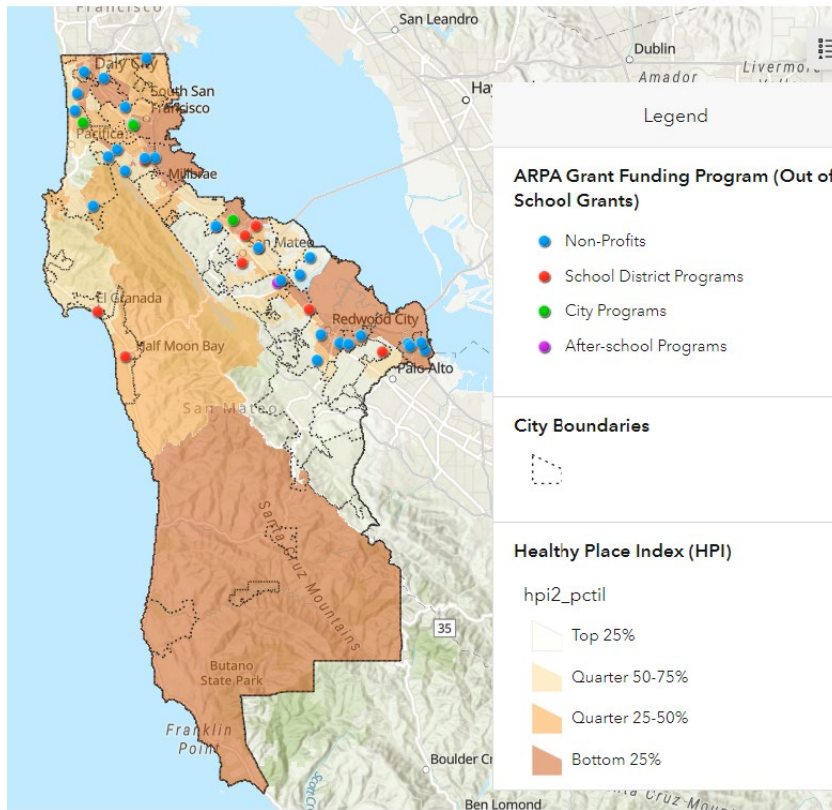


Figure 15. Out of School Grant Recipients



In 2023, Harder + Company was contracted to conduct a program evaluation. A summary of their findings is provided below.

San Mateo County Out-of-School Enrichment Program 2023 Program Evaluation Overview

Methods. San Mateo County partnered with Harder+Company Community Research to evaluate its Out-of-School Enrichment Program. The evaluation used a mixed methods approach that included the following data collected during the summer of 2023.



**Grantee
Survey**
(n=40)



**Grantee Site
Observations**
(n=6)



**Parent/Caregiver
Survey**
(n=363)



**Parent/Caregiver
Focus Group**
(n=7)

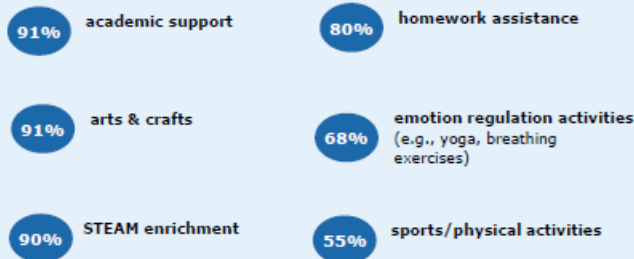
Programs used funding to increase equitable access to services.

Programs used funding to extend hours (including early morning, evening, and holiday hours), invest in staff (including hiring staff who represented the backgrounds of students, training staff, offering professional development, and providing stipends), and offering scholarships and subsidies to families. Funding was also used to improve staff to student ratios, research culturally engaging curriculum, gather input from key stakeholders (students, parents/caregivers, schools, community members), provide food for students, purchase supplies, and offer transportation to and from the program.

"The planning activities gave us a better understanding of the community we serve, thus enabling us to make any necessary changes to our program."
– Provider

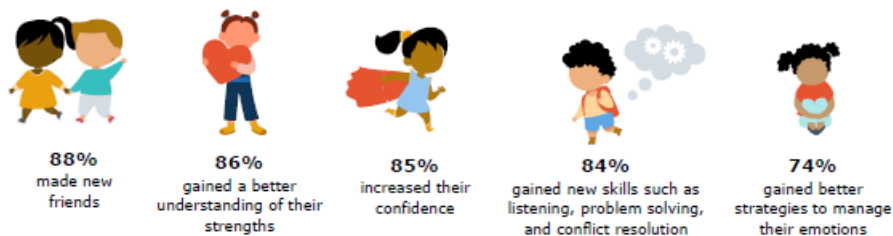


Programs offered different types of activities to support student's learning and social-emotional development.



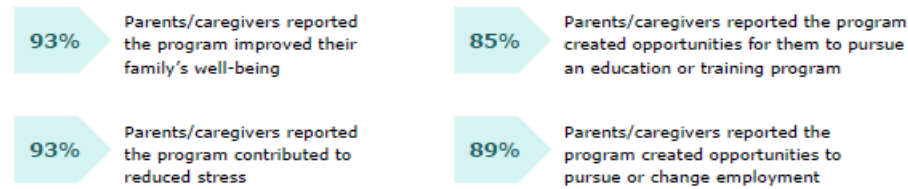
"We offer a strong mix of academic supports and enrichments. The academics are particularly important right now as our students have fallen even farther behind academically since the pandemic."
– Provider

Parents/caregivers observed positive changes in their child's social and emotional development.



"My son's emotional intelligence has developed further from attending the program. He can cope with his feelings and manage them better by learning from social interactions." – Parent/Caregiver

The out-of-school care programs had a positive impact on families of students who participated.

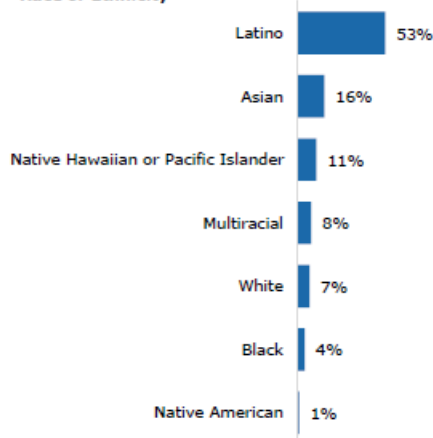


Programs successfully reached the priority student populations.

Out-of-School Enrichment Programs reached 2,548 new students in 2022-2023. Of those who participated...

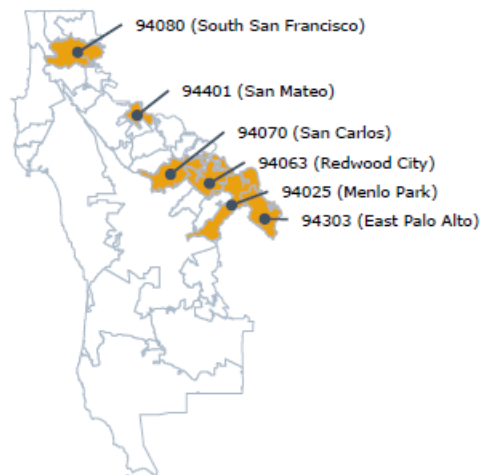


Race or Ethnicity

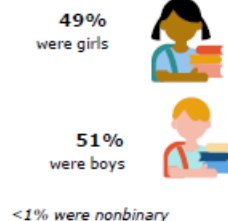


Zip Code

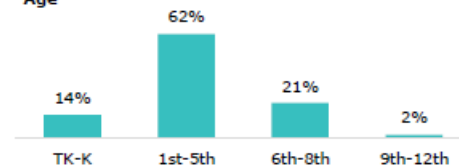
The zip codes most frequently served were:



Gender Identity



Age



[Back to Top](#)

EC 2.29 Loans or Grants to Mitigate Financial Hardship

SMCStrong Small Business Assistance Program

Total Expenditure: \$2,653,248.21

Project Expenditure Category: EC 2.29 Loans or Grants to Mitigate Financial Hardship

Project Start Date: September 2021

Status: Complete

Project Overview:

In July 2021, the Board of Supervisors approved \$2,000,000 to provide grants to small businesses in San Mateo County that had been negatively financially impacted by the COVID-19 pandemic; had income of \$120,000 or less; and had not received county, state, or federal grant funds in the preceding 12 months. In October 2021, the Board of Supervisors approved an increase in the income eligibility requirement to \$1,000,000 for food-related businesses and \$500,000 for all other businesses.

Use of Evidence:

The Renaissance Entrepreneurship Center conducted a survey of local small businesses in 2021 and found that 98% of responding businesses that received grant funds during the pandemic were still in business as of December 2021. However, 73% of those respondents said they needed additional relief to sustain their business. These survey results as well as consistent communication with SAMCEDA, Renaissance, Chambers of Commerce, City Economic/Community Development Departments, and on-the-ground outreach to the most impacted communities by the Office of Community Affairs, Chinese Peninsula Business Association, and Environmental Innovations, highlighted the need for grant programs for businesses heavily impacted by the pandemic.

Performance Report:

This program provided \$10,000 grants to 248 local businesses. The geographic and demographic breakdown of grantees is shown below. The map includes the Healthy Places Index (HPI), with the darker shades (bottom quartiles) representing the areas of greatest need.

Figure 16. SMCStrong Small Business Grant Recipients

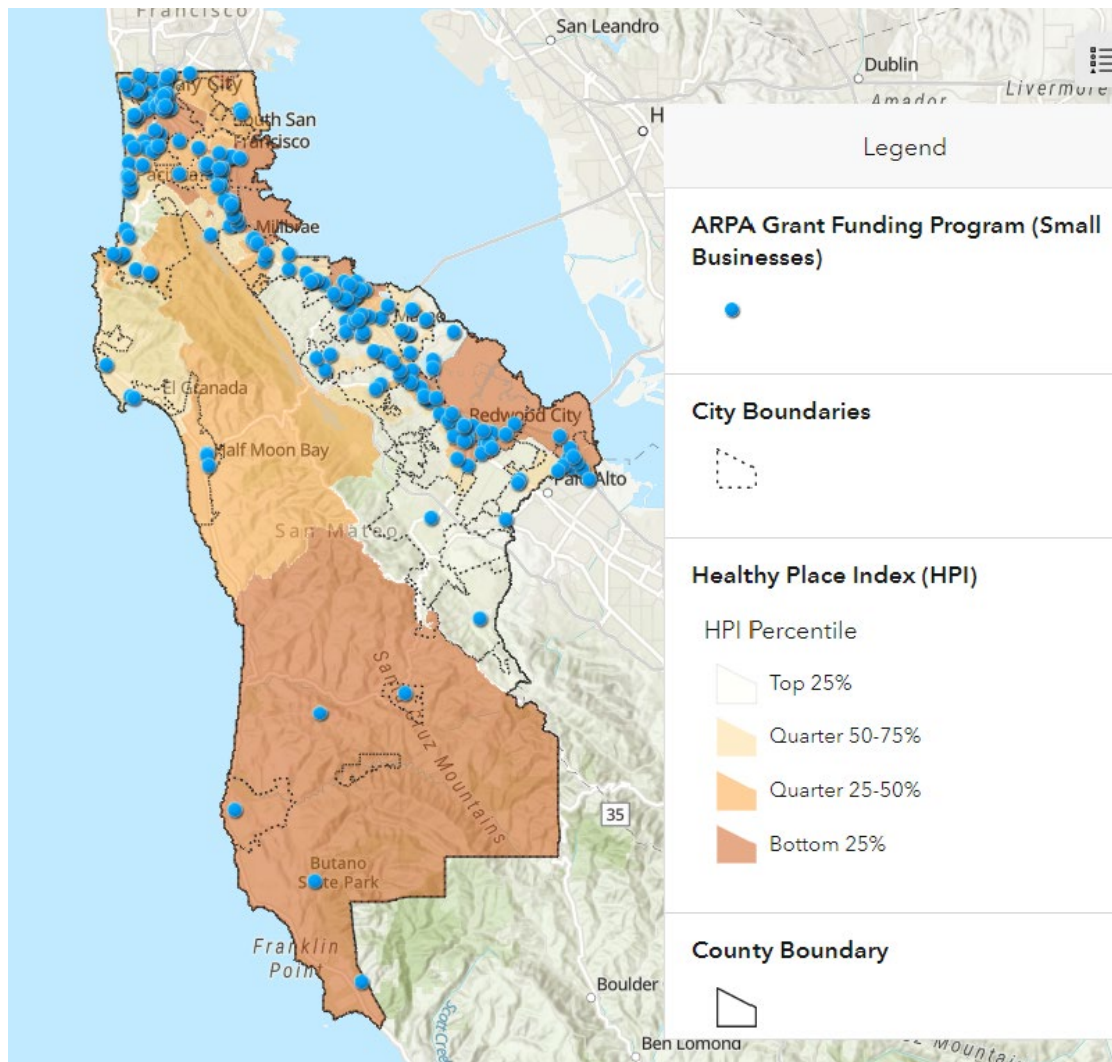


Figure 17. SMCStrong Small Business Grant Recipients by Ethnicity and Gender

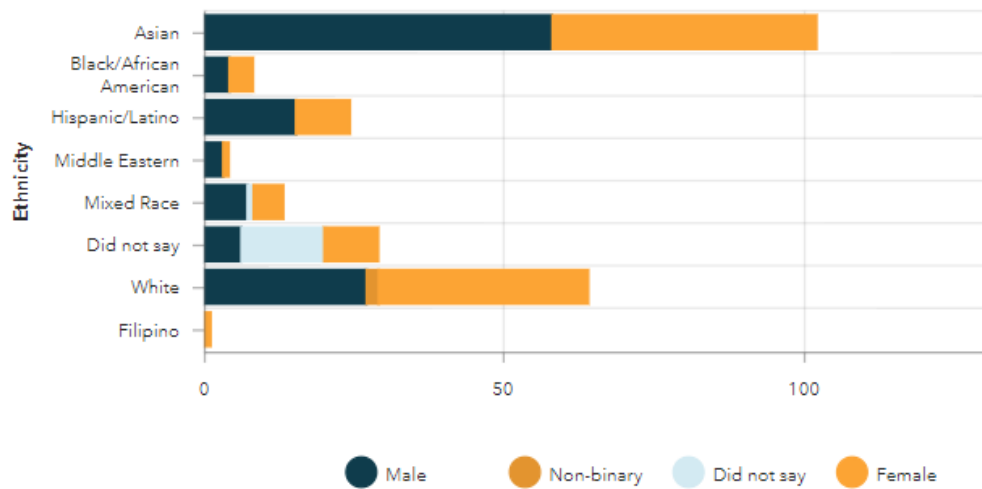
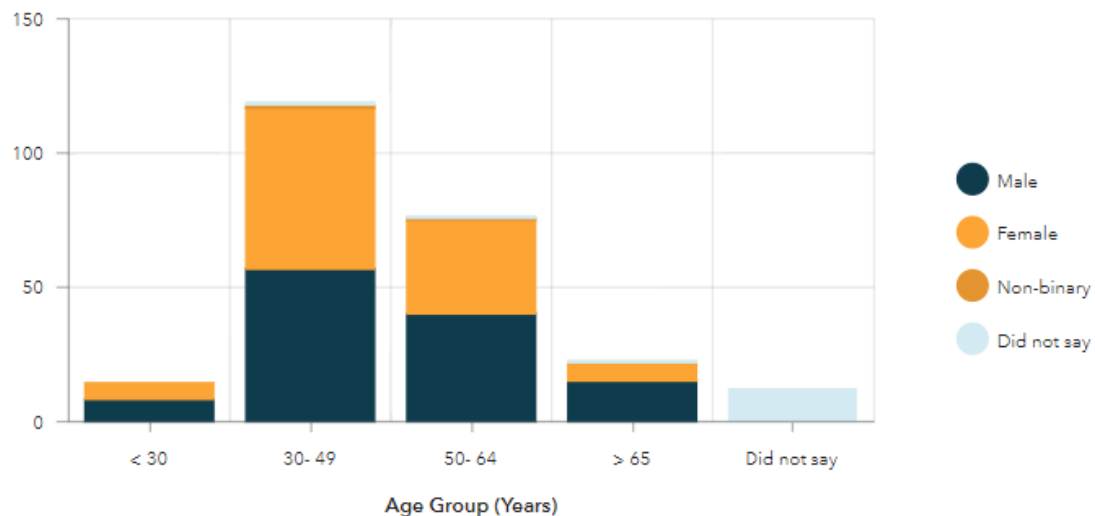


Figure 18. SMCStrong Small Business Grant Recipients by Age Group and Gender



Grantee Impact Stories:

Some of the grantees shared how the funding helped their businesses:

Tokemoana Foods in North Fair Oaks: “The grant funds really helped my business. We paid bills, covered payroll expenses, hired administrative staff, and strategically pivoted our online presence. As a result, our sales have increased. We are so grateful.”

Arte Azul in South San Francisco: “The grant helped us rebrand, create a web page, and purchase products to pivot from running events to selling products online. The funds also helped us to relaunch our Viva Frida event this fall, where we invited more than 30 other small businesses to sell their products, make their brand known and build community. Many of these small businesses are the ones that we also support in our online store. The idea is to see how we help each other push forward and thrive.

[Back to Top](#)

North Fair Oaks (NFO) Small Business Grant Programs

Total Expenditure: \$2,247,500.00

Project Expenditure Category: EC 2.29 Loans or Grants to Mitigate Financial Hardship

Project Start Date: May 2022

Status: Complete

Project Overview

The North Fair Oaks area is a major commercial center in unincorporated San Mateo County, one of the lowest income areas in the County, and one of the communities most adversely impacted by the pandemic. Additionally, despite door-to-door, in-language outreach for many of its small business COVID-19 relief programs, participation in these programs had been lower in North Fair Oaks than in many communities. For that reason, in May 2022, this grant program was created to assist small businesses specifically in the North Fair Oaks community.

Use of Evidence

The Renaissance Entrepreneurship Center conducted a survey of local small businesses in 2021 and found that 98% of responding businesses that received grant funds during the pandemic were still in business as of December 2021. However, 73% of those respondents said they needed additional relief to sustain their business. These survey results as well as consistent communication with SAMCEDA, Renaissance, Chambers of Commerce, City Economic/Community Development Departments, and on-the-ground outreach to the most impacted communities by the Office of Community Affairs, Chinese Peninsula Business Association, and Environmental Innovations, has highlighted the need for grant programs for businesses heavily impacted by the pandemic.

Performance Report

As of September 30, 2022, all Round 1 funding was expended, which provided 103 grants to North Fair Oaks businesses.

In November 2022, the Board of Supervisors approved an additional \$750,000 in ARPA funding to provide \$5,000 to the NFO businesses that received \$5,000 grants in Round 1 and were still in business; and to provide the remaining funds for grants of \$10,000 each to businesses that did not receive grants in Round 1.

In total, the first two rounds of the program provided grants to 130 businesses in North Fair Oaks. 123 businesses received \$10,000 grants, and 7 businesses received \$5,000 grants. The 130 businesses are mapped below, along with the demographic breakdown for grantees.

Figure 19. North Fair Oaks Small Business Grant Recipients



Figure 20. Small Business NFO Grant Recipients by Ethnicity and Gender

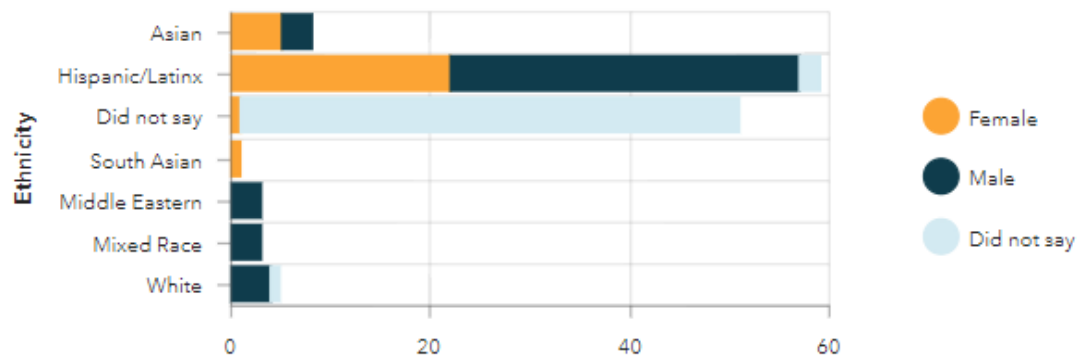
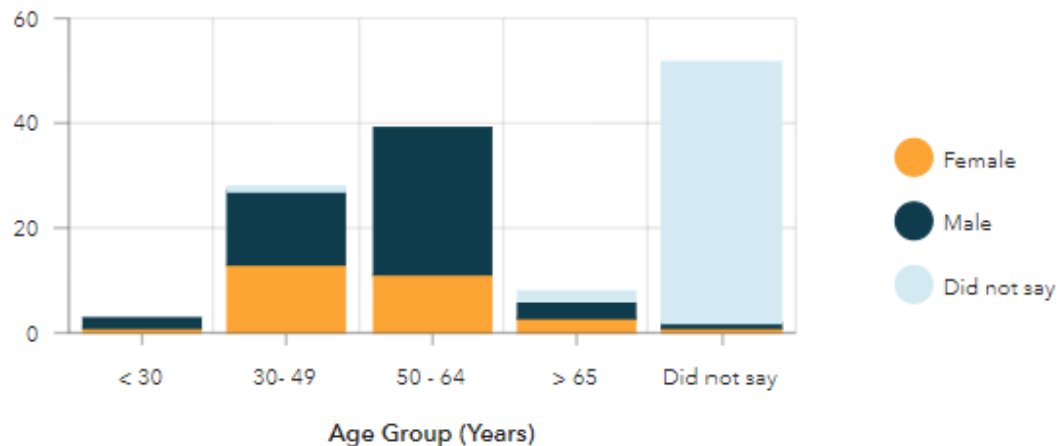


Figure 21. Small Business NFO Grant Recipients by Age Group and Gender



[Back to Top](#)

Middlefield Road Small Business Assistance Grant Program

Total Expenditure: \$980,000.00

Project Expenditure Category: EC 2.29 Loans or Grants to Mitigate Financial Hardship

Project Start Date: August 2023

Status: Complete

Project Overview

Middlefield Road is the “main street” of North Fair Oaks, a principal shopping and service destination, the primary north-south route through the community, and a crucial component of community identity. Small businesses on Middlefield Road employ residents of the North Fair Oaks community, who were among those most adversely affected by the COVID-19 pandemic. Many of these small businesses were further challenged by extensive road construction causing road closures and other impacts, and small business owners cited the inability to make payroll and or pay regular utility bills.

Use of Evidence

Many small business owners struggled following the pandemic, and businesses and residents in North Fair Oaks were among the most impacted in the County.

Performance Report

This grant program provided up to \$10,000 for 98 eligible small businesses on Middlefield Road.

[Back to Top](#)

Small Business Outreach and Grant Assistance

Total Expenditure: \$121,998.21

Project Expenditure Category: EC 2.29 Loans or Grants to Mitigate Financial Hardship

Project Start Date: January 2022

Status: Complete

Project Overview

Since early in the pandemic, the County of San Mateo recognized the need to provide outreach and assistance for small business owners negatively impacted by the pandemic. This funding helped ensure local business owners received assistance in applying for available grant programs.

Use of Evidence

Many County residents became unemployed or underemployed during the pandemic, and many small business owners struggled.

Performance Report

This funding provided outreach and support to local small business owners and prospective grantees.

[Back to Top](#)

Technical Assistance and Grants for Small Businesses (Grants)

Total Expenditure: \$280,000.00

Project Expenditure Category: EC 2.29 Loans or Grants to Mitigate Financial Hardship

Project Start Date: January 2024

Status: Complete

Project Overview

The San Mateo County Small Business Technical Assistance program was a pilot program and partnership between the County of San Mateo and the cities of South San Francisco, San Bruno, and San Mateo in collaboration with Renaissance Entrepreneurship Center and Good City Company. The program launched in January 2024 and was completed in June 2024.

The program included small business training and technical assistance developed and delivered by Good City Company in coordination with the three participating cities, which are also providing working capital grants to local small businesses impacted by the pandemic. Each city is working

with Renaissance Entrepreneurship Center to administer \$5,000 grants to small businesses (\$100,000 total funding per city).

Use of Evidence

Small businesses, including those heavily impacted by the pandemic, often lack the expertise or resources to ensure compliance with ADA requirements. This program gives small businesses the information and support needed to comply with ADA requirements.

Performance Report

Good City, in collaboration with the cities of South San Francisco, San Bruno, and San Mateo developed a training titled "What Small Businesses Need to Know When Making Repairs or Improvements" which is available in English, Spanish, and Mandarin and covers the following topics: working with contractors; business insurance basics; local permits and licenses; potential tax implications of improvements; and, disabled access compliance requirements. The webinar is approximately 45 minutes long. Good City also developed a resource document to be shared with participating businesses following the training sessions. The training is now available on YouTube in English, Spanish, and Mandarin using the following link:

<https://youtube.com/playlist?list=PLz9tJG4x8N-QQk9hFRnjfd-de56GGZGYO&feature=shared>.

From January – June 2024, Good City staff organized and conducted outreach for 2 in-person training sessions and 9 virtual training sessions in English, Spanish, and Mandarin. Fifty-nine business owners attended the training sessions over the five-month pilot program, and about half were men and half were women. Business owners identified as Black/African American (1), Middle Eastern (3), White non-Hispanic (10), Hispanic or Latino (18), Asian (21), and 6 did not respond. Training participants represented a variety of business types, including retail, childcare, salons, bakery, deli, dental office, coffee shop, and restaurants.

Following each training session, Good City requested that businesses fill out the post-training evaluation survey. Approximately 70% of participating businesses completed the evaluation survey. All of the businesses that filled out the survey identified as small businesses, independently owned with less than 15 employees, and over 98% said the material was of interest, 98% said the presentation was easy to follow, 100% said the material was helpful, and 100% would recommend the training to another small business. Some participant feedback included:

- "Thank you for the info, I am looking to expand my business so there were a lot of things to consider when finding a space that's already appropriate for the type of business I run. Very informative."
- "I liked that the people interacted with talking about real life in construction."
- "The information is useful for us to potentially expand our business with the current space we have."
- "SUPER important for property owners. It's good basic knowledge to be well prepared. Although technical, I was able to follow."

The program also included grants to qualifying small business owners in City of San Bruno, City of San Mateo, and South San Francisco. The demographic data of grantees is shown below.

Table 20. Small Business Technical Assistance Program: Grant Program

Grant Recipient Characteristics	City of San Bruno	City of San Mateo	South San Francisco
Number of Awards	15	17	20

Grant Recipient Characteristics	City of San Bruno	City of San Mateo	South San Francisco
Business Owner Gender	Female: 8 Male: 7	Female: 7 Male: 10	Female: 12 Male: 6 No response: 2
Business Owner Race/Ethnicity	Asian: 6 Greek: 1 Latinx: 3 Palestinian: 1 White: 4	Asian: 9 Latinx: 5 Other: 3	African American: 2 Asian: 7 Latinx: 7 Other: 4
Business Type	Women-owned: 8 Minority-owned: 5	Women-owned: 4 Minority-owned: 8	Women-owned: 12 Minority-owned: 8

[Back to Top](#)

EC 2.30 Technical Assistance, Counseling, or Business Planning

Technical Assistance and Grants for Small Businesses (Technical Assistance)

Total Expenditure: \$86,632.75

Project Expenditure Category: EC 2.30 Technical Assistance, Counseling, or Business Planning

Project Start Date: January 2024

Status: Complete

Project Overview

The San Mateo County Small Business Technical Assistance program is a pilot program and partnership between the County of San Mateo and the cities of South San Francisco, San Bruno, and San Mateo in collaboration with Renaissance Entrepreneurship Center and Good City Company. The program launched in January 2024 and was completed in June 2024.

The program included small business training and technical assistance developed and delivered by Good City Company in coordination with the three participating cities, which are also providing working capital grants to local small businesses impacted by the pandemic. Each city is working with Renaissance Entrepreneurship Center to administer \$5,000 grants to small businesses (\$100,000 total funding per city).

Use of Evidence

Small businesses, including those heavily impacted by the pandemic, often lack the expertise or resources to ensure compliance with ADA requirements. This program gives small businesses the information and support needed to comply with ADA requirements.

Performance Report

Good City, in collaboration with the cities of South San Francisco, San Bruno, and San Mateo developed a training titled "What Small Businesses Need to Know When Making Repairs or Improvements" which is available in English, Spanish, and Mandarin and covers the following topics: working with contractors; business insurance basics; local permits and licenses; potential tax implications of improvements; and, disabled access compliance requirements. The webinar is approximately 45 minutes long. Good City also developed a resource document to be shared with participating businesses following the training sessions. The training is now available on YouTube

in English, Spanish, and Mandarin using the following link:
<https://youtube.com/playlist?list=PLz9tJG4x8N-QQk9hFRnjfd-de56GGZGYO&feature=shared>.

From January – June 2024, Good City staff organized and conducted outreach for 2 in-person training sessions and 9 virtual training sessions in English, Spanish, and Mandarin. Fifty-nine business owners attended the training sessions over the five-month pilot program, and about half were men and half were women. Business owners identified as Black/African American (1), Middle Eastern (3), White non-Hispanic (10), Hispanic or Latino (18), Asian (21), and 6 did not respond. Training participants represented a variety of business types, including retail, childcare, salons, bakery, deli, dental office, coffee shop, and restaurants.

Following each training session, Good City requested that businesses fill out the post-training evaluation survey. Approximately 70% of participating businesses completed the evaluation survey. All of the businesses that filled out the survey identified as small businesses, independently owned with less than 15 employees, and over 98% said the material was of interest, 98% said the presentation was easy to follow, 100% said the material was helpful, and 100% would recommend the training to another small business. Some participant feedback included:

- "Thank you for the info, I am looking to expand my business so there were a lot of things to consider when finding a space that's already appropriate for the type of business I run. Very informative."
- "I liked that the people interacted with talking about real life in construction."
- "The information is useful for us to potentially expand our business with the current space we have."
- "SUPER important for property owners. It's good basic knowledge to be well prepared. Although technical, I was able to follow."

The program also included grants to qualifying small business owners in City of San Bruno, City of San Mateo, and South San Francisco. The demographic data of grantees is shown below.

Table 21. Small Business Technical Assistance Program Grant Program

Grant Recipient Characteristics	City of San Bruno	City of San Mateo	South San Francisco
Number of Awards	15	17	20
Business Owner Gender	Female: 8 Male: 7	Female: 7 Male: 10	Female: 12 Male: 6 No response: 2
Business Owner Race/Ethnicity	Asian: 6 Greek: 1 Latinx: 3 Palestinian: 1 White: 4	Asian: 9 Latinx: 5 Other: 3	African American: 2 Asian: 7 Latinx: 7 Other: 4
Business Type	Women-owned: 8 Minority-owned: 5	Women-owned: 4 Minority-owned: 8	Women-owned: 12 Minority-owned: 8

[Back to Top](#)

Certification Support for Women-owned and Minority-owned Businesses

Total Expenditure: \$200,000

Project Expenditure Category: EC 2.30 Technical Assistance, Counseling, or Business Planning

Project Start Date: July 2022

Status: Complete

Project Overview

This allocation funded a program to help women-owned businesses and minority-owned businesses impacted by the pandemic become certified under federal and state rules. This certification makes businesses more competitive for many state, local, and other organization procurements. Renaissance Entrepreneurship Center (Renaissance) implemented the program and served candidate businesses with guidance, training, and case management to help them secure certifications.

The project was initiated to foster approaches that integrate greater equity into meeting the needs of the most vulnerable and diverse populations in San Mateo County, and qualify business owners who are lower-income, persons of color and women residents of San Mateo County to bid on and secure contracts with corporations and government entities.

Use of Evidence

Many businesses struggled during the pandemic. This program helps women-owned and minority-owned businesses that were disproportionately affected become more competitive for future procurement opportunities.

Performance Report

Table 22. Certification Support for Women-owned and Minority-owned Businesses Performance

Performance Goal (July 2022 – May 2024)	Project Total
35 businesses receiving certification, capacity building, and industry-specific assistance	146
30 businesses securing WBE, MBE or Section 3 business certification	20
25 businesses securing new contracting opportunities	6

[Back to Top](#)

North Fair Oaks Economic and Employment Center: Small Business Support

Funding Allocation: \$713,367.25

Project Expenditure Category: EC 2.30 Technical Assistance, Counseling, or Business Planning

Project Start Date: January 2023

Status: In progress

Project Overview

In 2021, the County contributed \$200,000 to help establish an Economic Advancement Center (EAC) in downtown South San Francisco. The EAC offers coaching, classes, and business assistance to small business owners and assistance with resumes, interviewing, career planning, and other support to job seekers.

Given the success of the EAC, the Board of Supervisors approved \$5,000,000 for start-up costs and two years of operation for two additional small business and job seeker centers, one in North

Fair Oaks and a second in Half Moon Bay to serve Coastsides residents. Both new centers are located in communities most impacted by the pandemic.

Use of Evidence

Many County residents became unemployed or underemployed during the pandemic, and many small business owners struggled. These two new facilities, modeled on the success of the South San Francisco EAC, will provide easily accessible resources for many business and job seekers in North Fair Oaks and Coastsides communities that were heavily impacted by the pandemic.

Performance Report

In January 2023, the County contracted with service providers for the new North Fair Oaks Economic and Employment Center (NFO EEC). Renaissance Entrepreneurship Center (Renaissance) provides services to small business owners and entrepreneurs and JobTrain provides services to job seekers (job seeker services are categorized under EC 2.37).

Table 23. North Fair Oaks Economic and Employment Center - Renaissance Quarterly Performance Metrics

Metric	July – Sept 2024	Oct – Dec 2024	Jan – Mar 2025	Apr – Jun 2025	FY 24/25
Number of clients that received technical assistance or consultations	11	6	10	9	36
Number of clients who received technical assistance and training (both)	23	6	7	15	51
Number of training participants in classes and workshops	24	18	31	26	99

Table 24. North Fair Oaks Economic and Employment Center - Small Business Owner and Entrepreneur Services Client Demographics (April - June 2025)

Service Type	Client Gender			
	Female	Male	Chose not to disclose	Total
Technical Assistance/ Consultations	7	2	-	9
Technical Assistance & Training (Both)	11	4	-	15
Training (Classes or Workshops)	21	5	-	26
Total	39	11	-	50

Service Type	Client Race/Ethnicity					
	Asian	Black/ African American	Other Races or Biracial	Pacific Islander	White	Latino
Technical Assistance/ Consultations	-	1	-	1	-	8
Technical Assistance & Training (Both)	-	1	-	-	-	14
Training (Classes or Workshops)	-	6	4	-	-	15
Total	-	8	4	1	-	37

Income	Client Income and Place of Residence					
	Atherton	Menlo Park	North Fair Oaks	Redwood City	East Palo Alto	Other
Extremely low to moderate income	-	9	11	9	18	3
Above moderate income	-	-	-	-	-	-
Choose not to disclose	-	-	-	-	-	-
Total	-	9	11	9	18	3

Client Impact Story:

Georgina Corbett, otherwise known as “Gigi,” has recently celebrated being a family childcare business owner for over 22 years at Gina’s Daycare, Redwood City. Her immense passion for caring for children has always motivated her to educate herself to understand child development and the importance of the first five years of a child’s life. Although one may argue that Corbett is an expert at running a daycare since she has been doing it for decades, she has noticed that the childcare industry has become competitive and needs to determine what makes her business a differentiator. Corbett started taking the “Growing at Home” 10-week program with Renaissance and immediately loved it. She used her complimentary one-on-one consultations to work on operational processes within her daycare to review items, such as schedules, space management, preparations for welcoming the children, and end-of-day procedures. She also reviewed her brand’s current positioning and discussed the importance of refining the unique value proposition, clarifying a profile of the ideal customer, what problems it solves, and how to communicate effectively across platforms. Corbett will continue working closely with a Renaissance Marketing Consultant to rebrand her website. Additionally, she was recently awarded \$1,000 from the Growing at Home grants; she plans to use these funds to install a new air conditioning system in her home, which is crucial during the hot summer months, as children can be susceptible to heat effects.

[Back to Top](#)

EC 2.33 Enhanced Support to Microbusinesses

Microfood business grant program

Total Expenditure: \$238,000.00

Project Expenditure Category: EC 2.33 Enhanced Support to Microbusinesses

Project Start Date: December 2021

Status: Complete

Project Overview

This allocation provided grants of up to \$10,000 to microfood businesses permitted in San Mateo County that experienced economic hardship due to the COVID-19 pandemic. The program supported cottage food operators, caterers, food trucks, food carts, commissaries, and incubator kitchens in an effort to offset losses in revenue due to the COVID-19 pandemic, ensure continued operation, and assist in covering current business operating expenses. Applicants who were members of a household that had a 2020 gross household income at or below 100% of Area Median Income (“AMI”) were prioritized upon selection.

Use of Evidence

The Renaissance Entrepreneurship Center conducted a survey of local small businesses in 2021 and found that 98% of responding businesses that received grant funds during the pandemic were still in business as of December 2021. However, 73% of those respondents said they needed additional relief to sustain their business. These survey results as well as consistent communication with SAMCEDA, Renaissance, Chambers of Commerce, City Economic/Community Development Departments, and on-the-ground outreach to the most impacted communities by the Office of Community Affairs, Chinese Peninsula Business Association, and Environmental Innovations, has highlighted the need for grant programs for businesses heavily impacted by the pandemic.

Performance Report

This program provided 100 grants in the amounts of \$2,500, \$5,000, or \$10,000 to food trucks, food carts, and caterers. The fund distribution by business type, grantee business location, and demographic breakdown of grantees is shown below. The map includes the Healthy Places Index (HPI), with the darker shades (bottom quartiles) representing the areas of greatest need.

Figure 22. Microfood Business Grant Recipients

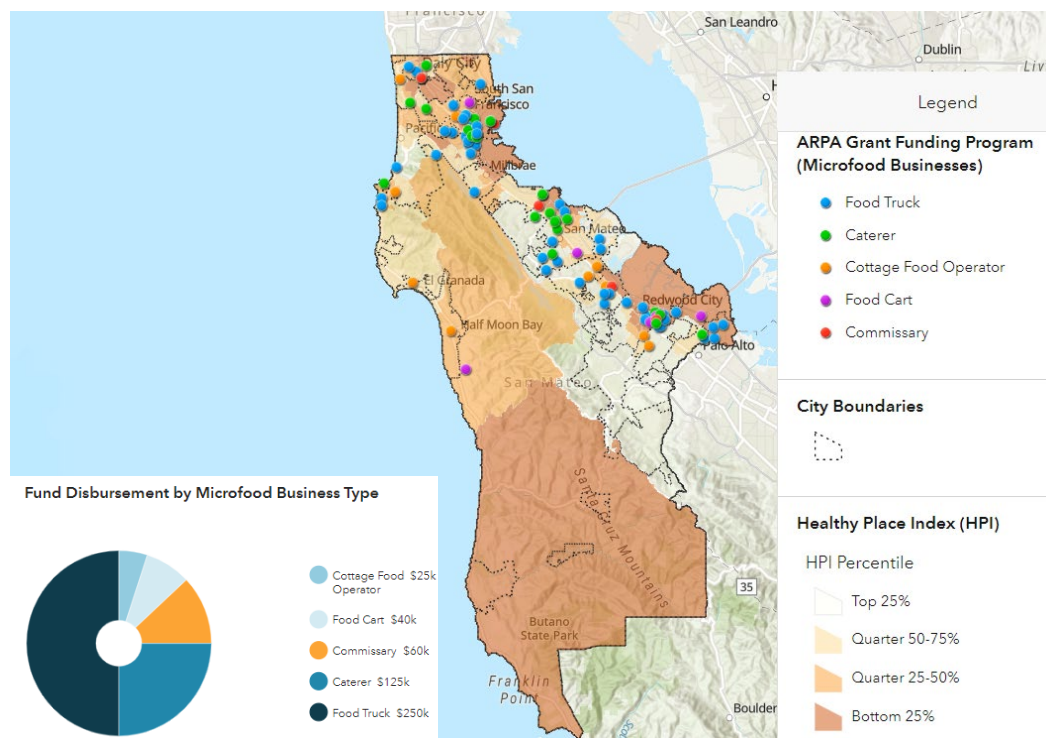


Figure 23, Microfood Business Grant Recipients by Ethnicity and Gender

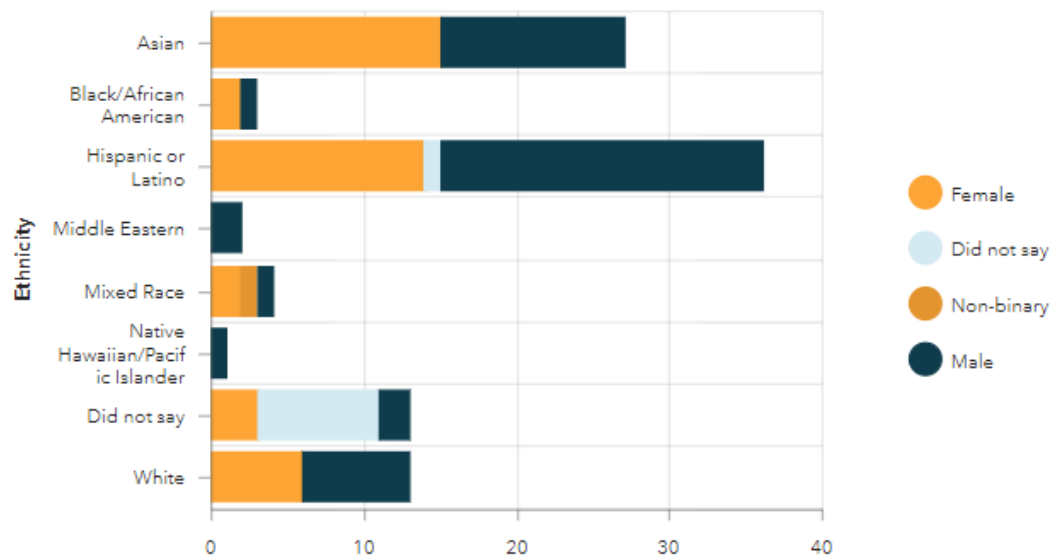
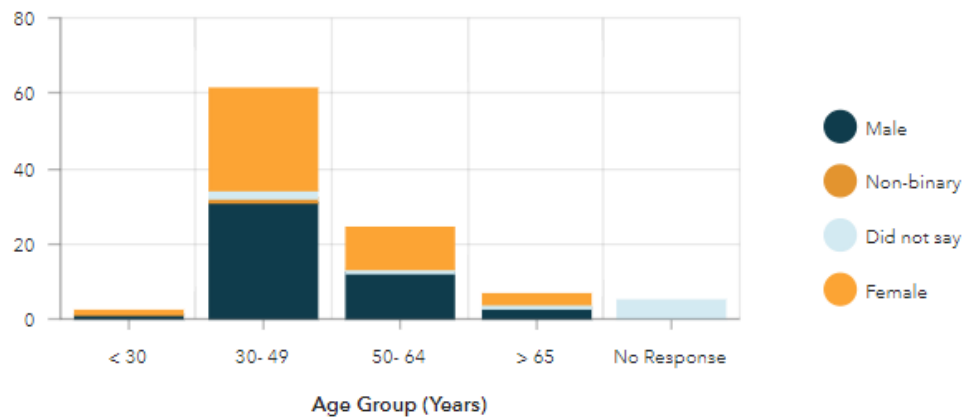


Figure 24. Microfood Business Grant Recipients by Age Group and Gender



[Back to Top](#)

Microenterprise Home Kitchen Ordinance (MEHKO)

Total Expenditure: \$64,062.50

Project Expenditure Category: EC 2.33 Enhanced Support to Microbusinesses

Project Start Date: January 2022

Status: Complete

Project Overview

This allocation provided \$2,500 grants to each newly permitted microenterprise home kitchen operator (MEHKO) in San Mateo County. The intent of the grant was to offset the negative financial impact of COVID-19 on their business and household.

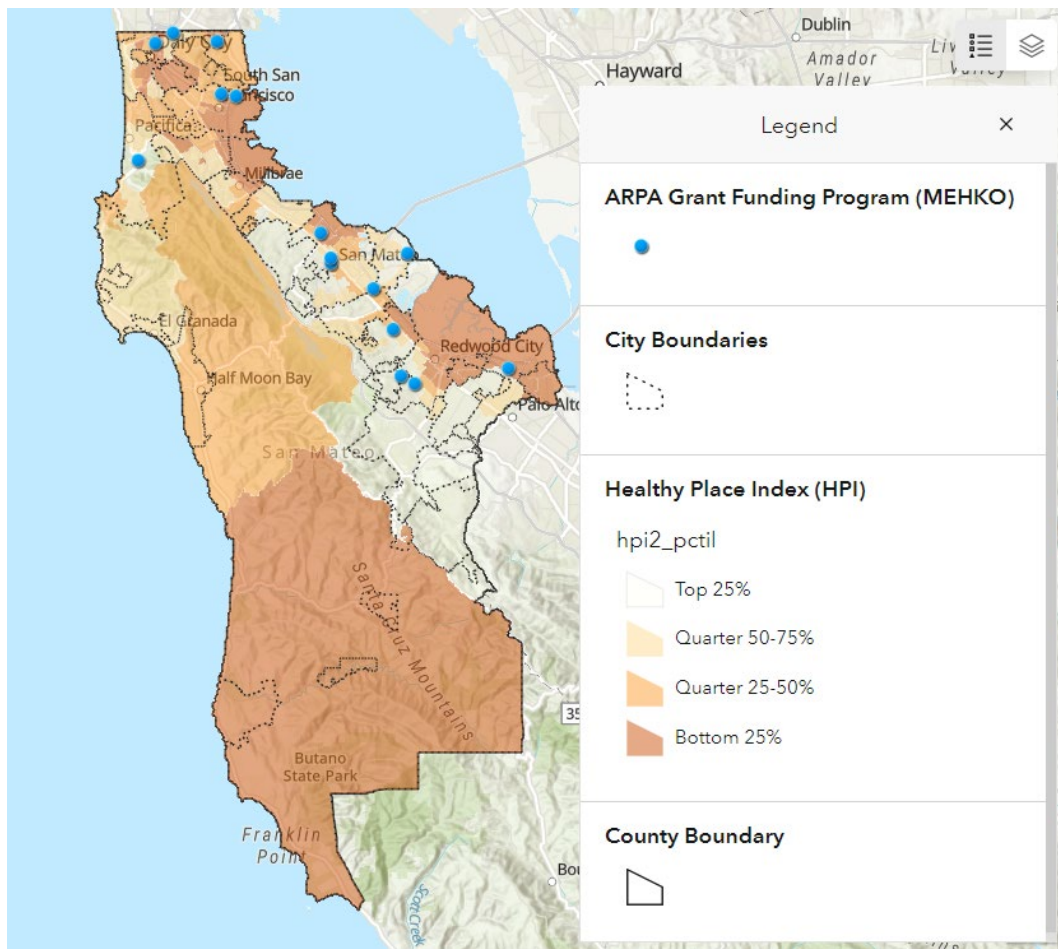
Use of Evidence

The Renaissance Entrepreneurship Center conducted a survey of local small businesses in 2021 and found that 98% of responding businesses that received grant funds during the pandemic were still in business as of December 2021. However, 73% of those respondents said they needed additional relief to sustain their business. These survey results as well as consistent communication with SAMCEDA, Renaissance, Chambers of Commerce, City Economic/Community Development Departments, and on-the-ground outreach to the most impacted communities by the Office of Community Affairs, Chinese Peninsula Business Association, and Environmental Innovations, has highlighted the need for grant programs for businesses heavily impacted by the pandemic.

Performance Report

The County Environmental Health Department approved 26 businesses with the MEHKO permit and began the grant program in January 2022. All 26 permitted microenterprise home kitchens were notified of the grant opportunity and 15 were awarded the grant. The geographic distribution of grantees is shown below. The map includes the Healthy Places Index (HPI), with the darker shades (bottom quartiles) representing the areas of greatest need.

Figure 25. Microenterprise Home Kitchen (MEHKO) Grant Recipients



[Back to Top](#)

EC 2.34 Assistance to Nonprofits

Thrive Alliance

Total Expenditure: \$35,000

Project Expenditure Category: EC: 2.34 Assistance to Nonprofits

Project Start Date: June 2023

Status: Complete

Project Overview

Thrive Alliance promotes and supports the nonprofit sector and brings together nonprofit organizations serving San Mateo County to provide a strong voice to the vital work performed by these organizations. The County's ARPA investment contributed to Thrive Alliance's work coordinating nonprofits that served communities hardest hit by the pandemic.

[Back to Top](#)

Second Harvest of Silicon Valley (2023/24)

Total Expenditure: \$2,000,000

Project Expenditure Category: EC: 2.34 Assistance to Nonprofits

Project Start Date: August 2023

Status: Complete

Project Overview

Second Harvest of Silicon Valley Food Bank reported that, during the COVID-19 pandemic, the demand for food rose 40% in San Mateo County. This funding has helped meet ongoing food needs to prevent food insecurity for the County's most vulnerable residents.

From December 2021 to December 2022, San Mateo County provided \$4,550,000 in ARPA funding to help provide food to an average of 36,000 households per month. In August 2023, the Board of Supervisors allocated an additional \$2,000,000 in ARPA funding to support Second Harvest of Silicon Valley Food Bank in its mission to provide food assistance to residents in need through July 31, 2024.

Use of Evidence

The Second Harvest of Silicon Valley Food Bank experienced a surge of demand for food since the onset of the pandemic. This funding helps provide meals to low-income households.

Performance Report

Table 25. Second Harvest of Silicon Valley Food Assistance Performance (2024)

Performance Measure	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024
Pounds of food distributed in San Mateo County	3,048,915	2,930,321	2,944,984	3,192,298	2,939,260	2,552,697	3,071,530
Households served in San Mateo County	39,561	41,551	41,149	42,297	39,848	38,860	38,433

[Back to Top](#)

EC 2.37 Other Economic Support

Environmental Health Fee Waiver/Grants for Businesses

Total Expenditure: \$5,397,865.80

Project Expenditure Category: EC 2.37 Other Economic Support

Project Start Date: July 2021

Status: Complete

Project Overview

This allocation provided one-time support to businesses to offset revenue losses incurred due to restrictive COVID-19 Health Orders.

Use of Evidence

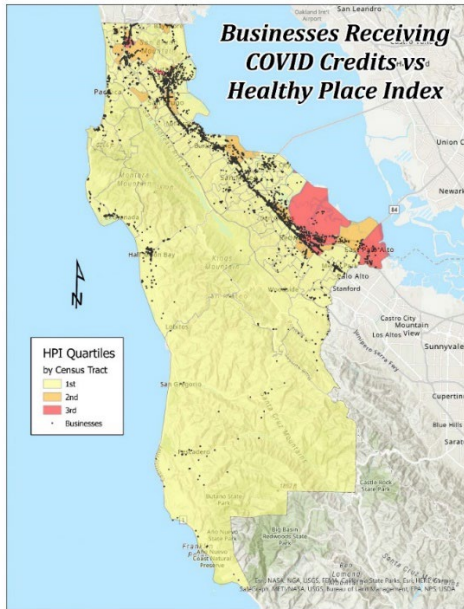
Throughout the pandemic, lock-down orders, reduced hours, and cost of PPE and other supplies put a financial burden on businesses. Waiving permitting fees for businesses was one way to provide relief to businesses impacted by the pandemic.

Performance Report

6,737 businesses benefited from the ARPA-funded one-year Fee Credit in FY 2021-22 and 78% of businesses that received the ARPA funded Fee Credit remained open throughout the pandemic. The CA Healthy Places Index map shows the breakdown of businesses benefiting from this specific program:

Quartile 1 (75-100%): 4,253 (63%)
Quartile 2 (50-75%): 1,479 (22%)
Quartile 3 (25-50%): 1,005 (15%)
Quartile 4 (0-25%): 0

Figure 26: Environmental Health Fee Waiver/Grant Recipients



[Back to Top](#)

South San Francisco Economic Advancement Center

Total Allocation: \$200,000.00

Project Expenditure Category: EC 2.37 Other Economic Support

Project Start Date: TBD

Status: Not yet started

Project Overview

This allocation would provide funding to the South San Francisco Economic Advancement Center, which provides training and support services for job seekers and small business owners.

Use of Evidence

Many County residents became unemployed or underemployed during the pandemic, and many small business owners struggled.

Performance Report

No performance to report at this time.

[Back to Top](#)

Choose Local San Mateo

Funding Amount: \$121,927.62

Project Expenditure Category: EC 2.37 Other Economic Support

Project Start Date: November 2021

Status: Complete

Project Overview

In November 2021, the County partnered with Colu Technologies to develop the Choose Local San Mateo County app to support local businesses. This project was funded in part with ARPA funds. The program provided critical boosts for business districts and celebrated the diversity of small business owners and operators. While many cities launched similar initiatives, the County of San Mateo was the first jurisdiction to take a countywide, regional approach to economic recovery and leverage mobile app technology.

Choose Local was designed to empower community members to shop local and support hard-working small business owners and employees in their neighborhood and surrounding communities. The easy-to-use Choose Local San Mateo County mobile app enabled shoppers to earn rewards automatically at hundreds of participating local businesses, which included restaurants, cafes, spas, boutiques, yoga studios, and more impacted by pandemic-related public health shutdowns and operating restrictions. Through profiles and stories within the app, Choose Local San Mateo County shined a spotlight on local businesses and allowed them to attract more customers. App users were able to discover the diversity of local businesses, get to know the stories about owners, employees and services, and earn SMC Points, which could be redeemed later at select businesses around town.

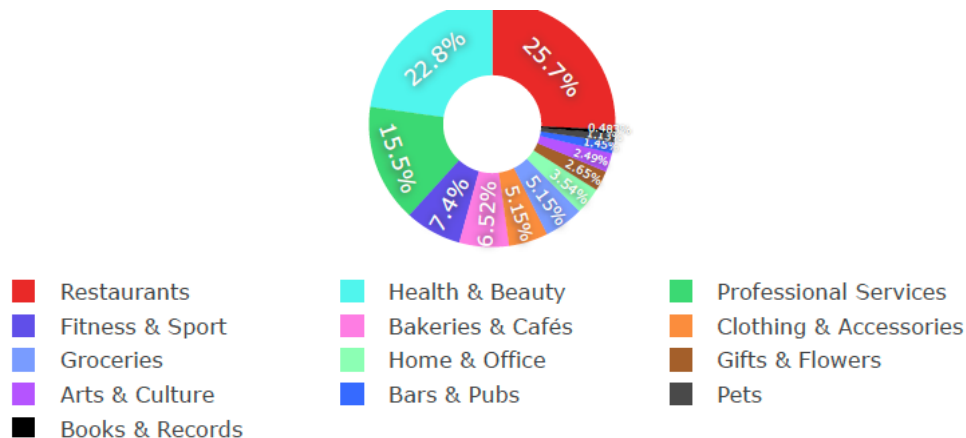
Use of Evidence

The Renaissance Entrepreneurship Center conducted a survey of local small businesses in 2021 and found that 98% of responding businesses that received grant funds during the pandemic were still in business as of December 2021. However, 73% of those respondents said they needed additional relief to sustain their business. These survey results as well as consistent communication with the San Mateo County Economic Development Association (SAMCEDA), Renaissance, Chambers of Commerce, City Economic/Community Development Departments, and on-the-ground outreach to the most impacted communities by the Office of Community Affairs, Peninsula Chinese Business Association, and Environmental Innovations, has highlighted the need for financial assistance programs for businesses heavily impacted by the pandemic.

Performance Report

The Choose Local app had 3,871 registered users download the app (1,020 users linked a credit card). 1,243 businesses signed up to redeem points. The types of businesses that participated in the program are shown below.

Figure 27. Choose Local Participating Businesses by Category



The app facilitated users to shop local at the 1,243 participating small businesses and earned \$46,331 in SMC points. The economic impact of these transactions equated to \$806,610 in economic activity across the County between November 2021 and October 2022. A city-by-city breakdown is shown in the table below.

Table 26. Number of Choose Local Participating Businesses and Economic Activity by City

City	Businesses	Economic Activity
Belmont	193	\$87,359.05
Brisbane	1	\$754.77
Burlingame	13	\$2,148.73
Daly City	46	\$3,542.95
East Palo Alto	93	\$341.56
Half Moon Bay Coastside	10	\$4,612.44
Menlo Park	238	\$34,477.65
Millbrae	58	\$52,877.36
North Fair Oaks	53	\$11,815.35
Pacifica	6	\$356.59
Redwood City	69	\$112,953.72
San Bruno	6	\$3,015.93
San Carlos	62	\$176,615.27
San Mateo	344	\$280,422.13
South San Francisco	51	\$35,317.13

[Back to Top](#)

Opportunity Center of the Coastside: Small Business and Job Seeker Center

Funding Allocation: \$2,500,000

Project Expenditure Category: EC 2.37 Other Economic Support

Project Start Date: Spring 2024

Status: In progress

Project Overview

In 2021, the County contributed \$200,000 to help establish an Economic Advancement Center (EAC) in downtown South San Francisco. The EAC offers coaching, classes, and business

assistance to small business owners and assistance with resumes, interviewing, career planning, and other support to job seekers.

Given the success of the EAC, the Board of Supervisors approved \$5,000,000 for start-up costs and two years of operation for two additional small business and job seeker centers, one in North Fair Oaks and a second in Half Moon Bay to serve coastsides residents. Both new centers are located in communities most impacted by the pandemic.

Use of Evidence

Many County residents became unemployed or underemployed during the pandemic, and many small business owners struggled. These two new facilities, modeled on the success of the South San Francisco EAC, will provide easily accessible resources for many business and job seekers in North Fair Oaks and Coastsides communities that were heavily impacted by the pandemic.

Performance Report

The Opportunity Center of the Coastsides on Main Street in Half Moon Bay launched in Spring 2024. Renaissance Entrepreneurship Center (Renaissance) provides services to small business owners and entrepreneurs, such as training classes, access to markets, technology and digital marketing training, legal assistance, and networking. JobTrain provides services to job seekers, including career training, online classes, and job readiness workshops. The American Energy Society runs the Center's Coastsides Ventures Studio (CSVS), which supports high-potential pre-seed and seed-stage startups in three primary resiliency tech (or "res-tech") sectors: agriculture, water, and the build environment.

Table 27. Opportunity Center of the Coastsides - JobTrain Quarterly Performance Metrics

Performance Metric	Jul – Sep 2024	Oct – Dec 2024	Jan-Mar 2025	Apr – Jun 2025	FY24/25 Total
Newly enrolled job seekers	31	18	38	44	131
Job seeker services provided	125	74	237	252	688
Job seeker placements	12	10	9	25	56

Table 28. Opportunity Center of the Coastsides: JobTrain Client Demographics (April – June 2025)

Service Type	Client Gender		
	Female	Male	Declined to Answer
OCC Career Center	66%	34%	-

Service Type	Preferred Language		
	English	Spanish	Turkish
OCC Career Center	35%	63%	2%

Service Type	Client Race/Ethnicity								
	American Indian/ Alaska Native	Asian	Black/ African American	Other or Multi-racial	Pacific Islander	Middle Eastern	White Not Latino	Latino	Declined to Answer
OCC Career Center	-	2%	3%	-	-	-	6%	85%	3%

Service Type	Client Income			
	Extremely Low	Very Low	Low	Not Low
OCC Career Center	20%	60%	-	20%

Table 29. Opportunity Center of the Coastsides – American Energy Society Quarterly Performance Metrics

Performance Metric	Jan – Mar 2025	Apr – June 2025	Jul – Sep 2025	Oct – Dec 2025
Number of startups engaged/ under consideration	10	13		
Number of startups selected for cohort	8	9		

Table 30. Opportunity Center of the Coastsides - Renaissance Quarterly Performance Metrics

Performance Metric	Jul – Sep 2024	Oct – Dec 2024	Jan – Mar 2025	Apr – June 2025	FY24/25 Total
Number of clients who received technical assistance or consultations	2	7	6	8	23
Number of clients who received technical assistance and training (both)	9	3	6	3	21
Number of training participants in classes and workshops	21	5	16	18	60
Grant Recipients	-	3	-	-	-

Table 31. Opportunity Center of the Coastsides - Small Business Owner and Entrepreneur Services Client Demographics by class/workshop (training), consultations (technical assistance) and grant assistance (April – June 2025)

Service Type	Client Gender			
	Female	Male	Did not Disclose	Total
Technical Assistance (Consultations)	4	4	-	8
Technical Assistance & Training (Both)	2	1	-	3
Training (Classes or Workshops)	14	4	-	18
Total	20	9	-	29

Service Type	Client Race/Ethnicity						
	Asian	Black/ African American	Other Races or Biracial	Pacific Islander	White	Latino	Other
Technical Assistance/ Consultations	-	-	2	-	2	4	1
Technical Assistance & Training (Both)	-	-	-	-	-	3	-
Training (Classes or Workshops)	-	-	-	-	-	17	-
Total	-	-	2	-	2	24	1

Client Income	Client Place of Residence						
	El Granada	Half Moon Bay	La Honda	Montara	Moss Beach	Pescadero	San Gregorio
Extremely low to moderate income	2	17	-	2	8	-	-
Above moderate income	-	-	-	-	-	-	-
Chose not to respond	-	-	-	-	-	-	-
Total	2	17	-	2	8	-	-

Client Impact Story:

Ana Bertha Santiago joined the Coastsides cohort with over a decade of experience operating her family childcare business, Helping Hands Daycare, in Moss Beach. Since becoming licensed in 2012, Ana has built a strong reputation in the community. She was the only participant in the Growing at Home cohort with that level of hands-on experience and brought a wealth of knowledge to the group. Throughout the course, Ana generously shared her insights while fully engaging with new tools to strengthen and grow her business. One of Ana's goals was to access funding to enhance her daycare environment. She had previously attempted to secure capital on her own but was discouraged after falling victim to a scam involving a fraudulent SBA representative. With support from the Renaissance team, Ana reported the incident, regained confidence, and re-entered the funding process with renewed clarity. After completing the program, Ana successfully applied for and was awarded a \$1,000 grant. She plans to use the funds to purchase age-appropriate toys and materials that align with the developmental needs of the children in her care. She also intends to expand outdoor play options, enhancing the quality of her program while making her business more competitive among local childcare providers. This investment will not only support program improvements but also strengthen Ana's marketing efforts and help her grow enrollment. Her story is a powerful example of how targeted support, trust-building, and business training can help even experienced entrepreneurs take meaningful next steps toward sustainability and growth.

[Back to Top](#)

North Fair Oaks Economic and Employment Center: Job Seeker Services

Funding Allocation: \$900,000

Project Expenditure Category: EC 2.37 Other Economic Support

Project Start Date: January 2023

Status: In progress

Project Overview

In 2021, the County contributed \$200,000 to help establish an Economic Advancement Center (EAC) in downtown South San Francisco. The EAC offers coaching, classes, and business assistance to small business owners and assistance with resumes, interviewing, career planning, and other support to job seekers.

Given the success of the EAC, the Board of Supervisors approved \$5,000,000 for start-up costs and two years of operation for two additional small business and job seeker centers, one in North

Fair Oaks and a second in Half Moon Bay to serve coastsides residents. Both new centers are located in communities most impacted by the pandemic.

Use of Evidence

Many County residents became unemployed or underemployed during the pandemic, and many small business owners struggled. These two new facilities, modeled on the success of the South San Francisco EAC, will provide easily accessible resources for many business and job seekers in North Fair Oaks and Coastsides communities that were heavily impacted by the pandemic.

Performance Report

In January 2023, the County contracted with service providers for the new North Fair Oaks Economic and Employment Center (NFO EEC). Renaissance Entrepreneurship Center (Renaissance) provides services to small business owners and entrepreneurs and JobTrain provides services to job seekers.

Table 32. North Fair Oaks Economic and Employment Center - JobTrain Quarterly Performance Metrics

Metric	July – Sept 2024	Oct – Dec 2024	Jan – Mar 2025	Apr – Jun 2025	FY 24/25
Newly enrolled job seekers	71	63	87	81	302
Job seeker services provided	395	364	528	780	2,067
Job seeker placements	22	20	30	43	115

Table 33. North Fair Oaks Economic and Employment Center: JobTrain Client Demographics (January – March 2025)

Service Type	Client Gender		
	Female	Male	Declined to Answer
NFO Career Center	56%	44%	-
NFO Residents of CTE Program	%	%	-

Service Type	Preferred Language			
	English	Spanish	Mandarin	Portuguese
NFO Career Center	19%	80%	-	1%
NFO Residents of CTE Program	100%	-	-	-

Service Type	Client Race/Ethnicity								
	American Indian/ Alaska Native	Asian	Black/ African American	Other or Multi-racial	Pacific Islander	Middle Eastern	White Not Latino	Latino	Declined to Answer
Career Center	-	1%	4%	1%	1%	1%	1%	91%	-
CTE Program	-	-	10%	5%	-	-	10%	75%	-

Service Type	Client Income			
	Extremely Low	Very Low	Low	Not Low
NFO Career Center	49%	44%	5%	2%
NFO Residents of CTE Program	20%	50%	25%	5%

Client Impact Story:

J.G. was born in Nigeria. His father was a political figure (President) who made his mark on the country's history in the 1980s. His father suffered a coup during his tenure, and the family had to go into exile in the United States after he passed away. J.G. initially studied film, but his true calling was always serving others. This passion led him to work for over 20 years in the non-profit sector. In the latter years of his career, he excelled in San Francisco's Department of Public Works, particularly for his work on the Pit Stop Public Toilet project, which earned him accolades such as Harvard University's Bright Ideas Award and a national distinction from the Pew Trust. The pandemic, however, drastically altered his life, forcing him into retirement. His health and overall situation were affected, and the changing job landscape, with online applications and interviews, made it difficult for him to find employment for two years. When J.G. came to our office, he was seeking support to avoid eviction. After numerous work sessions, we managed to find him a position at Hertz. Currently, while he works there, we continue to support him in his job search within local non-profit organizations and the public sector. J.G.'s story is, without a doubt, a testament to resilience and courage.

[Back to Top](#)

North Fair Oaks Economic and Employment Center: Operations

Funding Allocation: \$1,600,000.00

Project Expenditure Category: EC 2.37 Other Economic Support

Project Start Date: January 2023

Status: In progress

Project Overview

In 2021, the County contributed \$200,000 to help establish an Economic Advancement Center (EAC) in downtown South San Francisco. The EAC offers coaching, classes, and business assistance to small business owners and assistance with resumes, interviewing, career planning, and other support to job seekers.

Given the success of the EAC, the Board of Supervisors approved \$5,000,000 for start-up costs and two years of operation for two additional small business and job seeker centers, one in North Fair Oaks (NFO EEC) and a second in Half Moon Bay (OCC) to serve coastside residents. Both new centers are located in communities most impacted by the pandemic.

Use of Evidence

Many County residents became unemployed or underemployed during the pandemic, and many small business owners struggled. These two new facilities, modeled on the success of the South San Francisco EAC, will provide easily accessible resources for many business and job seekers in North Fair Oaks and Coastside communities that were heavily impacted by the pandemic.

Performance Report

This investment funds operations of the NFO EEC located at 3009 Middlefield Road in Redwood City.

[Back to Top](#)

EC 3.4 Public Service Capacity

Program and Service Delivery Support

Total Expenditure: 250,006.55

Project Expenditure Category: EC 3.4 Public Service Capacity

This funding supports effective service delivery.

EC 5.5 Clean Water: Other Sewer Infrastructure

North Fair Oaks Infrastructure Plan

Total Expenditure: \$1,416,453.39

Project Expenditure Category: EC 5.5 Clean Water: Other Sewer Infrastructure

Project Start Date: February 8, 2022

Status: Funds expended

Project Overview

The Department of Public Works contracted with Woodard & Curran to update the Fair Oaks Sewer Maintenance District's (FOSMD) Sewer Master Plan. The FOSMD sewer system serves approximately 7,200 customers in the unincorporated San Mateo County communities of North Fair Oaks and Sequoia Tract, and portions of the Cities of Redwood City and Menlo Park and the Towns of Atherton and Woodside.

Use of Evidence

In 2016, the County conducted sewer inspections of approximately 30 percent of the system as part of the initial phase of updating the Sewer Master Plan for the District. The Expanded Sewer Master Plan will include inspection of the remaining pipes and sewer holes in the FOSMD system.

Performance Report

As of 2024, all ARPA funds have been expended.

[Back to Top](#)

EC 6.1 Provision of Government Services

Revenue Replacement

Total Expenditure: \$10,000,000

Project Expenditure Category: EC 6.1 Provision of Government Services

This investment replaces lost revenue due to the pandemic.

[Back to Top](#)

EC 7.1 Administrative Expenses

Administrative and Other Expenses

Funding Amount: \$365,825.00

Project Expenditure Category: EC 7.1 Administrative Expenses

This investment increases public service capacity.

[Back to Top](#)