



**CITY COUNCIL AGENDA  
CITY COUNCIL REGULAR MEETING  
CITY OF HALF MOON BAY**

**TUESDAY, SEPTEMBER 2, 2025**

**HYBRID MEETING (SEE NEXT PAGE)  
ADCOCK COMMUNITY CENTER  
535 KELLY AVENUE  
HALF MOON BAY, CA 94019**

**Robert Brownstone, Mayor  
Debbie Ruddock, Vice Mayor  
Patric Jonsson, Councilmember  
Paul Nagengast, Councilmember  
Deborah Penrose, Councilmember**

**7:00 PM**

**This agenda contains a brief description of each item to be considered. Those wishing to address the City Council on any matter not listed on the Agenda, but within the jurisdiction of the City Council to resolve, may come forward to the podium during the Public Forum portion of the Agenda and will have a maximum of three minutes to discuss their item. Those wishing to speak on a Public Hearing matter will be called forward at the appropriate time during the Public Hearing consideration.**

**Please Note: Anyone wishing to present materials to the City Council, please submit seven copies to the City Clerk.**

**Copies of written documentation relating to each item of business on the Agenda are on file in the Office of the City Clerk at City Hall and the Half Moon Bay Library where they are available for public inspection. If requested, the agenda shall be available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132.) Information may be obtained by calling 650-726-8271.**

**In compliance with the Americans with Disabilities Act, special assistance for participation in this meeting can be obtained by contacting the City Clerk's Office at 650-726-8271. A 48-hour notification will enable the City to make reasonable accommodations to ensure accessibility to this meeting (28 CFR 35.102-35.104 ADA Title II).**

**<https://www.halfmoonbay.gov/>**

## HYBRID MEETING PARTICIPATION PROTOCOLS

*This meeting will be held in-person and via Zoom for public participation. Remote participation is provided as a supplemental way to provide public comment, but this method does not always work. The public is encouraged to attend in person to ensure full participation. Public comments may be made in-person or remotely via Zoom, and interpretation will be available. All Councilmembers and staff will participate in person. During any public comment portions, attendees may use the “raise your hand” feature and will be called upon and unmuted when it is their turn to speak. The meeting will also be streamed on Channel 27, on pacificcoast.tv, and on the City website at <https://www.halfmoonbay.gov/315/City-Council-Agendas>. Please click to join the webinar: <https://us06web.zoom.us/j/87674804231> or join by phone at 669-900-9128, using Webinar ID 876-7480-4231. If joining by phone, use \*9 to raise your hand, \*6 to mute and unmute.*

1. ROLL CALL / PLEDGE OF ALLEGIANCE
2. APPROVAL OF AGENDA
3. PROCLAMATIONS AND PRESENTATIONS
  - 3.A HMB DOWNTOWN VITALITY COMMITTEE PRESENTATION
4. MAYOR'S ANNOUNCEMENTS OF COMMUNITY ACTIVITIES AND COMMUNITY SERVICE
5. REPORT OUT FROM RECENT CLOSED SESSION MEETINGS
6. CITY MANAGER UPDATES TO COUNCIL
7. PUBLIC FORUM
8. CONSENT CALENDAR
  - 8.A WAIVE READING OF RESOLUTIONS AND ORDINANCES
  - 8.B APPROVE MINUTES OF AUGUST 19, 2025 SPECIAL MEETING  
[ATTACHMENT](#)
  - 8.C APPROVE MINUTES OF AUGUST 19, 2025 REGULAR MEETING  
[ATTACHMENT](#)
9. ORDINANCES AND PUBLIC HEARINGS

None.
10. RESOLUTIONS AND STAFF REPORTS

## 10.A PLANNING COMMISSION APPOINTMENT

**Staff Recommendation:** Consideration of appointing an applicant to the Planning Commission to fill one vacant seat term ending December 2026.

[STAFF REPORT](#)

[ATTACHMENT](#)

## 10.B OPPORTUNITY CENTER OF THE COASTSIDE

**Staff Recommendation:** Receive an update on the Opportunity Center of the Coastsides.

[STAFF REPORT](#)

[ATTACHMENT](#)

## 10.C 2025 MEASURE D TRANSFERS

**Staff Recommendation:** Adopt a resolution approving a transfer of the 20 remaining Downtown base Measure D allocations, to be used for new dwelling units proposed outside of the Downtown area, prioritized according to the scoring within the Measure D application checklist and as shown within Exhibit A to the Resolution (Attachment 1).

[STAFF REPORT](#)

[ATTACHMENT 1](#)

[ATTACHMENT 2](#)

[ATTACHMENT 3](#)

## 10.D AMENDMENT TO THE TOLEMI CONTRACT FOR SOFTWARE TO SUPPORT THE RENTAL REGISTRATION AND RENT STABILIZATION PROGRAMS

**Staff Recommendation:** Adopt a resolution authorizing the City Manager to approve an amendment to the Tolemi contract through February 2026 for \$16,666.67, with an option to extend through June 2026 for a total of \$25,000.

[STAFF REPORT](#)

[ATTACHMENT 1](#)

[ATTACHMENT 2](#)

## **10.E FISCAL YEAR 2025-26 PAVEMENT MAINTENANCE PROJECT**

**Staff Recommendation:** Adopt a resolution authorizing the City Manager, or his designee, to advertise the Fiscal Year 2025-26 Pavement Maintenance Project for construction.

[STAFF REPORT](#)

[ATTACHMENT 1](#)

[ATTACHMENT 2](#)

[ATTACHMENT 3](#)

[ATTACHMENT 4](#)

[ATTACHMENT 5](#)

## **10.F ASSET DISPOSITION POLICY**

**Staff Recommendation:** Adopt a resolution authorizing the adoption of a new Asset Disposition Policy.

[STAFF REPORT](#)

[ATTACHMENT](#)

- 11. COMMISSION / COMMITTEE UPDATES**
- 12. FOR FUTURE DISCUSSION / POSSIBLE AGENDA ITEMS**
- 13. CITY COUNCIL REPORTS**
- 14. ADJOURNMENT**



**MINUTES  
CITY OF HALF MOON BAY CITY COUNCIL  
THURSDAY, AUGUST 19, 2025  
ADCOCK COMMUNITY/SENIOR CENTER, 535 KELLY AVENUE**

**CONVENE SPECIAL MEETING**

Mayor Brownstone called the special meeting to order at approximately 6:03 p.m.

**ROLL CALL**

PRESENT: Councilmembers Jonsson, Nagengast, and Penrose, Vice Mayor Ruddock and Mayor Brownstone

**OPEN SESSION IDENTIFICATION OF CLOSED SESSION ITEMS**

**PUBLIC COMMENT ON CLOSED SESSION ITEMS**

**CLOSED SESSION**

CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION (Govt. Code section 54956.9(d)(1))

Name of case: City of Half Moon Bay v. Granada CSD and Montara WSD, et al.

Santa Clara Superior Court Civil No. 17CIV316927; Court of Appeal Case No. H049896

City Attorney Engberg reported that the Council met in closed session to discuss City of Half Moon Bay v. Granada CSD and Montara WSD, et al. Santa Clara Superior Court Civil No. 17CIV316927; Court of Appeal Case No. H049896 and no reportable action was taken.

**ADJOURNMENT**

Mayor Brownstone adjourned the meeting at approximately 7:03 p.m.

Respectfully Submitted:

Approved:

\_\_\_\_\_  
Maggie Rodriguez, Assistant City Clerk

\_\_\_\_\_  
Robert Brownstone, Mayor



**MINUTES  
CITY OF HALF MOON BAY CITY COUNCIL  
TUESDAY, AUGUST 19, 2025  
TED ADCKOCK COMMUNITY CENTER, 535 KELLY AVENUE**

**1. CALL TO ORDER / ROLL CALL**

Mayor Brownstone called the regular meeting to order at 7:10 p.m. and led the Pledge of Allegiance.

**ROLL CALL**

PRESENT: Councilmembers Jonsson, Nagengast, and Penrose, Vice Mayor Ruddock and Mayor Brownstone

**2. APPROVAL OF AGENDA**

**MOTION**

Mayor Brownstone moved and Councilmember Penrose seconded a motion to approve the Agenda. The question was called and the motion carried unanimously.

**3. PROCLAMATIONS AND PRESENTATIONS**

None.

**4. MAYOR'S ANNOUNCEMENTS OF COMMUNITY ACTIVITIES AND COMMUNITY SERVICE**

None.

**5. REPORT OUT FROM RECENT CLOSED SESSION MEETINGS**

City Attorney Engberg reported that the Council met in Closed Session on August 7, 2025 to discuss multiple cases. The Council gave authorization to defend litigation in Ellingson v. City of Half Moon Bay (Vote: 3-0-2. With Councilmembers Nagengast recused and Penrose absent). Additionally, at the August 19, 2025 Closed Session, the Council discussed the recent ruling of City of Half Moon Bay v. Granada CSD and Montara WSD, et al. Santa Clara Superior Court Civil No. 17CIV316927; Court of Appeal Case No. H049896. No reportable action was taken.

**6. CITY MANAGER UPDATES TO COUNCIL**

A. SEWER AUTHORITY MID COASTSIDE LAWSUIT UPDATE

City Manager Chidester discussed the recent court ruling involving Sewer Authority Mid Coastsides.

#### B. AGENDA FORMAT CHANGES

Assistant City Clerk Rodriguez updated the Council on the recent agenda format changes to better serve the public.

#### C. ICONIC SPORTS EVENTS

Economic and Community Vitality Manager Decker discussed the upcoming iconic sports events coming to the Bay Area and the potential for economic gains for the city.

#### D. BUSINESS VIEW MAGAZINE

Economic and Community Vitality Manager Decker reported that Business View Magazine would be again featuring Half Moon Bay in its November 2025 edition.

### 7. PUBLIC FORUM

The following individuals addressed the Council:

- Deborah Penrose
- Carlisle Young
- Anita Rees
- Joe Farrell
- Mark Ramcke
- Harvey Rarback
- Evelyn de Souza
- Joaquin Jimenez
- Margaret Gossett
- Alice Linsmeier
- Nancy Henares
- Eric Debode
- Nancy Fontana
- Willa Chapman

### 8. CONSENT CALENDAR

Councilmember Nagengast pulled Consent Calendar items 8D and 8E for separate discussion and requested a separate vote on 8B – items 1-3.

**MOTION**

Mayor Brownstone moved and Councilmember Penrose seconded a motion to approve the Consent Calendar item 8B items 1-3. The question was called and the motion carried 3-0-2 with Councilmembers Jonsson and Nagengast abstaining.

**MOTION**

Councilmember Penrose moved and Councilmember Nagengast seconded a motion to approve the remainder of the Consent Calendar items, with the exception of Items 8D and 8E. The question was called and the motion carried unanimously.

The Consent Calendar consisted of the following items:

**8A. WAIVE READING OF RESOLUTIONS AND ORDINANCES**

**8B. APPROVAL OF MINUTES**

1. February 6, 2024 Special Meeting
2. June 20, 2024 Special Meeting
3. September 3, 2024 Special Meeting
4. February 4, 2025 Special Meeting
5. February 18, 2025 Special Meeting
6. May 20, 2025 Special Meeting
7. July 15, 2025 Regular Meeting
8. August 7, 2025 Special Meeting

**8C. TREASURER'S REPORT FOR THE QUARTER ENDING JUNE 30, 2025**

**8F. WARRANTS FOR THE MONTH OF JULY 2025**

The following items were pulled from the Consent Calendar for individual consideration:

**8D. RESOLUTIONS OF SUPPORT FOR TWO (2) GRANT APPLICATIONS TO THE SAN MATEO COUNTY TRANSPORTATION AUTHORITY FOR THE CYCLE 3**

Council discussed the item asked questions of Associate Engineer Leda and made suggestion to move forward with one application only:

**MOTION**

Councilmember Nagengast moved and Mayor Brownstone seconded the motion to adopt a resolution: 1) Directing staff to submit one (1) grant application to the San Mateo County Transportation Authority (TA) for Measures A and W Transportation Demand Management Program funds for the following project: \$465,000 in grant funding from

the TA with a \$35,000 local match for the Cunha Intermediate School Safety and Connectivity Project; 2) Authorizing the City Manager, or their designee, to execute a funding agreement or memorandum of understanding and any amendments with the TA to encumber Measures A and W Transportation Demand Management funds should the applications be successful; 3) Committing to the completion of the Project, including the required local funding contributions of \$35,000 for the Cunha Intermediate School Safety, should the application be successful; 4) Certifying that any funds awarded by the TA will be used to supplement existing funds for program activities, and will not replace existing funds or resources; and 5) Authorizing the City Manager, or their designee, to take any other actions necessary to give effect to this resolution and execute applicable amendments. The question was called and the item carried unanimously.

**8E. AUTHORIZE THE ACCEPTANCE OF THE METROPOLITAN TRANSPORTATION COMMISSION (CAPITAL PROGRAM IMPLEMENTATION GRANT FOR CHARGING INFRASTRUCTURE)**

**MOTION**

Councilmember Nagengast moved and Mayor Brownstone seconded a motion to adopt a resolution authorizing the filing of an application for funding from the Metropolitan Transportation Commission's (MTC) Capital Program Implementation Grant for Charging Infrastructure. The question was called and the motion carried unanimously.

**9. ORDINANCES AND PUBLIC HEARINGS**

None.

**RECESS**

Mayor Brownstone called a recess at 8:48 p.m. The meeting reconvened at 9:00 p.m. with all Councilmembers present.

**10. RESOLUTIONS AND STAFF REPORTS**

**10A. APPOINTMENT TO PLANNING COMMISSION**

Mayor Brownstone requested staff to continue the item to a future meeting. The application deadline was extended to Friday August 22, 2025.

**10B. DOWNTOWN GATEWAY PROJECT**

Economic and Community Vitality Manager Decker and Associate Engineer Leda presented the staff report.

The Council asked clarifying questions of staff.

The following individuals addressed the Council:

- Amber Stow
- Colleen Henney
- Betsey del Fierro
- Nancy Fontana
- Krystlyn Geidt

The Council discussed the item and provided direction on which option they would like to move forward with.

**MOTION**

Councilmember Ruddock moved and Mayor Brownstone seconded a motion to move forward with option 1. The question was called and the motion carried unanimously.

**10C. HIGHWAY 1 - NORTH (CIP PROJECT NO. 538) DESIGN AGREEMENT AMENDMENT**

Public Works Director Bozorginia and Associate Engineer Leda presented the staff report.

The Council asked questions of staff and discussed the item.

**MOTION**

Vice Mayor Ruddock moved and Councilmember Nagengast seconded a motion to adopt a resolution authorizing the City Manager to execute Amendment No. 7 to the professional services agreement with Mark Thomas and Company, Inc. (MTCO) for additional design services and permitting support for the Highway 1 Safety and Operational Improvements Project – North (CIP Project No. 0538) for the not-to-exceed amount \$188,181.00. The question was called and the motion carried unanimously.

**10D. PURCHASE OF A NEW ALL ELECTRIC FORD TRANSIT VAN**

Public Works Superintendent Seeley presented the staff report.

The Council asked questions of staff and discussed the item.

**MOTION**

Mayor Brownstone moved and Vice Mayor Ruddock seconded a motion to adopt a resolution authorizing the City Manager to execute a purchase agreement in the amount of \$56,451.00

with Towne Ford for the purchase of a 2026 all-electric Ford Transit Van. The question was called and the motion carried unanimously.

**10E. UPDATE AND INFORMATION REGARDING POTENTIAL ORGANIZATIONAL STUDY**

City Manager Chidester and Administrative Services Director Rossi presented the staff report.

The Council asked questions of staff, discussed the item and provided direction to the City Manager on the preferred firm to move forward with.

**11. COMMISSION / COMMITTEE UPDATES**

None.

**12. FOR FUTURE DISCUSSION / POSSIBLE AGENDA ITEMS**

Mayor Brownstone moved and Vice Mayor Ruddock seconded that a parking garage discussion be held at a future City Council Meeting.

Vice Mayor Ruddock moved and Mayor Brownstone seconded the recommendation to add a discussion on E-bike safety to the next Bicycle Pedestrian Advisory Committee's next agenda.

**13. CITY COUNCIL REPORTS**

None.

**14. ADJOURNMENT**

Mayor Brownstone adjourned the meeting at 10:58 p.m.

Respectfully Submitted:

Approved:

\_\_\_\_\_  
Maggie Rodriguez, Assistant City Clerk

\_\_\_\_\_  
Robert Brownstone, Mayor

**BUSINESS OF THE COUNCIL OF THE CITY OF HALF MOON BAY**

**AGENDA REPORT**

For meeting of: **September 2, 2025**

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**TO:** Honorable Mayor and City Council

**VIA:** Matthew Chidester, City Manager

**FROM:** Leslie Lacko, Community Development Director  
Maggie Rodriguez, Assistant City Clerk

**TITLE:** **PLANNING COMMISSION APPOINTMENT**

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**RECOMMENDATION:**

Consideration of appointing an applicant to the Planning Commission to fill one vacant seat term ending December 2026.

**FISCAL IMPACT:**

None associated with this report.

**STRATEGIC ELEMENT:**

This recommendation supports the *Inclusive Governance* Element of the Strategic Plan.

**BACKGROUND:**

Members of the Planning Commission are appointed by and serve for a term coinciding with members of the City Council. Pursuant to Half Moon Bay Municipal Code Section 2.24.030, a person nominated for a Planning Commission appointment “shall be appointed to the commission upon receiving a majority of votes from the entire city council.” If a Councilmember’s nomination is not approved, the nominating Councilmember is entitled to two more nominations. If, after this process, no nomination is approved, the floor will be open to additional nominations from all members of the Council.

Current appointments:

Mayor Brownstone – Vacant  
Vice Mayor Ruddock – Rick Hernandez  
Councilmember Jonsson – Jacob (Jim) Rems  
Councilmember Nagengast – David Gorn  
Councilmember Penrose – Steve Ruddock

**DISCUSSION:**

The City of Half Moon Bay held a Municipal Election on November 8, 2022, which resulted in the re-election of three councilmembers, including Robert Brownstone, who is currently serving

as the Mayor. Following that election, each new or reappointed councilmember recommended appointments to several commissions and committees. There is currently a vacancy on the Planning Commission for Mayor Brownstone's nomination due to a recent resignation. Therefore, an appointment to the Planning Commission must be made.

Printed vacancy ads were noticed in the San Mateo Daily Journal on July 14th and August 4, 2025th. Digital vacancy ads were noticed on multiple dates on the City's various social media accounts, NextDoor platform, and on the City website. Willing to serve forms were due August 13, 2025.

At the August 19, 2025 Regular Meeting, Mayor Brownstone requested staff extend the Willing to serve form deadline to August 26, 2025 to allow more time for interviews and applicants.

Mayor Brownstone will recommend an applicant for the Planning Commission, and all Councilmembers are being asked to confirm his nomination.

**ATTACHMENT:**

Willing to Serve forms received



# WILLING TO SERVE FORM CITY OF HALF MOON BAY

501 Main Street \* Half Moon Bay \* California 94019

**COMMISSION / COMMITTEE APPLYING FOR:**

PLANNING COMMISSION

PARKS & RECREATION COMMISSION

MAIN STREET BRIDGE ADVISORY COMMITTEE

GENERAL PLAN ADVISORY COMMITTEE

BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE

OTHER: \_\_\_\_\_

INFORMATION PROVIDED ON THIS APPLICATION IS PUBLIC INFORMATION AND MAY BE MADE AVAILABLE TO OTHER APPLICANTS, MEMBERS OF THE PRESS, OR THE GENERAL PUBLIC.

NAME Ingrid Lee (please print) PHONE \_\_\_\_\_

ADDRESS \_\_\_\_\_ CITY Half Moon Bay ZIP CODE 94019

EMAIL ADDRESS ingridkailee@gmail.com

PRESENT EMPLOYER UC Berkeley POSITION Director

EMPLOYER ADDRESS 113 Philosophy Hall CITY Berkeley ZIP CODE 94720

HOW LONG HAVE YOU RESIDED IN HALF MOON BAY? 4.5 years

EDUCATIONAL BACKGROUND Master of International Affairs, Columbia University  
BA in Political Economy, UC Berkeley

PROFESSIONAL EXPERIENCE As a non-profit director, I have over 20 years of experience in organizations working on government accountability and provision of services to citizens. I provide recommendations to government agencies on best practices and management.

CIVIC ACTIVITIES & COMMUNITY INVOLVEMENT:

(Please include any present or past membership on county or city boards, committees, community groups or organizations)

Half Moon Bay sailing club, Bay Area Ridge Trail  
\_\_\_\_\_  
\_\_\_\_\_


ARE YOU ABLE TO ATTEND NIGHT MEETINGS? Yes DAY MEETINGS? Maybe  
EITHER? \_\_\_\_\_

WHY ARE YOU SEEKING THE APPOINTMENT? As a community member, I am interested in H development and infrastructure during a time of economic and political change. I believe diverse group of representatives including new generations of community members plan Bay for decades to come. I have extensive experience working on government services would offer new perspective on the future of our community.

HAVE YOU ATTENDED ANY MEETINGS OF THE CITY COUNCIL OR OTHER CITY OF HALF MOON BAY BOARDS AND COMMISSIONS? I follow city council news

HOW DID YOU BECOME AWARE OF THE OPENING? Coastside news

7/11/25  
DATE

  
SIGNATURE

**PLEASE RETURN COMPLETED FORM AND RESUME TO:**

MAGGIE RODRIGUEZ, ASSISTANT CITY CLERK  
CITY OF HALF MOON BAY  
501 MAIN STREET  
HALF MOON BAY, CA 94019  
(650) 726-8266  
[mrodriguez@hmbcity.com](mailto:mrodriguez@hmbcity.com)



CIVIC ACTIVITIES & COMMUNITY INVOLVEMENT:

(Please include any present or past membership on county or city boards, committees, community groups or organizations)

Director Coastside Fire Protection Board (2015-2016) , Director Peninsula Clean Energy Board (2016-2024)

Half Moon Bay City Council (2016-2024),

San Mateo County Local Agency Formation Commission (2021-2024)


ARE YOU ABLE TO ATTEND NIGHT MEETINGS? \_\_\_\_\_ DAY MEETINGS? \_\_\_\_\_  
EITHER? X \_\_\_\_\_

WHY ARE YOU SEEKING THE APPOINTMENT? I have learned a great deal about land use, environmental issues  
and housing issues during my service over the last decade and would like to put that knowledge to work in order to make HMB a better place.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

HAVE YOU ATTENDED ANY MEETINGS OF THE CITY COUNCIL OR OTHER CITY OF HALF MOON BAY  
BOARDS AND COMMISSIONS? Yes. \_\_\_\_\_

HOW DID YOU BECOME AWARE OF THE OPENING? Coastside Buzz post. \_\_\_\_\_

July 10, 2025  
DATE

  
SIGNATURE

**PLEASE RETURN COMPLETED FORM AND RESUME TO:**

MAGGIE RODRIGUEZ, ASSISTANT CITY CLERK  
CITY OF HALF MOON BAY  
501 MAIN STREET  
HALF MOON BAY, CA 94019  
(650) 726-8266  
[mrodriguez@hmbcity.com](mailto:mrodriguez@hmbcity.com)



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501 Main Street \* Half Moon Bay \* California 94019

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PLANNING COMMISSION

PARKS & RECREATION COMMISSION

MAIN STREET BRIDGE ADVISORY COMMITTEE

GENERAL PLAN ADVISORY COMMITTEE

BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE

OTHER: \_\_\_\_\_

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<input type="checkbox"/>

INFORMATION PROVIDED ON THIS APPLICATION IS PUBLIC INFORMATION AND MAY BE MADE AVAILABLE TO OTHER APPLICANTS, MEMBERS OF THE PRESS, OR THE GENERAL PUBLIC.

NAME Daniela Romeo (please print) PHONE \_\_\_\_\_

ADDRESS [REDACTED] CITY Half Moon Bay ZIP CODE 94019

EMAIL ADDRESS ddelchaas@gmail.com

PRESENT EMPLOYER SFFD POSITION Firefighter

EMPLOYER ADDRESS 698 2nd St CITY San Francisco ZIP CODE 94107

HOW LONG HAVE YOU RESIDED IN HALF MOON BAY? 8 years

EDUCATIONAL BACKGROUND AA- Nutrition & Dietetics

AA- Kinesiology

PROFESSIONAL EXPERIENCE Firefighter, San Francisco Fire Department

Club Lounge Concierge, Ritz Carlton, Half Moon Bay

**CIVIC ACTIVITIES & COMMUNITY INVOLVEMENT:**

(Please include any present or past membership on county or city boards, committees, community groups or organizations)

Volunteer Firefighter, Coastside Fire Protection District

ARE YOU ABLE TO ATTEND NIGHT MEETINGS? yes  
EITHER? \_\_\_\_\_

DAY MEETINGS? yes

WHY ARE YOU SEEKING THE APPOINTMENT? Half Moon Bay has been my home for about 8 years. I love it here. It's a beautiful small town with big charm. I do believe, however, several things can improve, and I would be honored to take part of plans of improvement. With my first responder experience, I believe I can contribute to the Planning Commission perspective on emergency services and preparedness in Half Moon Bay.

HAVE YOU ATTENDED ANY MEETINGS OF THE CITY COUNCIL OR OTHER CITY OF HALF MOON BAY BOARDS AND COMMISSIONS? No

HOW DID YOU BECOME AWARE OF THE OPENING? Nextdoor ad

8/9/25  
DATE

[Signature]  
SIGNATURE

**PLEASE RETURN COMPLETED FORM AND RESUME TO:**

MAGGIE RODRIGUEZ, ASSISTANT CITY CLERK  
CITY OF HALF MOON BAY  
501 MAIN STREET  
HALF MOON BAY, CA 94019  
(650) 726-8266  
mrodriguez@hmbcity.com



# WILLING TO SERVE FORM

## CITY OF HALF MOON BAY

501 Main Street \* Half Moon Bay \* California 94019

### COMMISSION / COMMITTEE APPLYING FOR:

PLANNING COMMISSION

PARKS & RECREATION COMMISSION

MAIN STREET BRIDGE ADVISORY COMMITTEE

GENERAL PLAN ADVISORY COMMITTEE

BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE

OTHER: \_\_\_\_\_

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<input type="checkbox"/>
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<input type="checkbox"/>

INFORMATION PROVIDED ON THIS APPLICATION IS PUBLIC INFORMATION AND MAY BE MADE AVAILABLE TO OTHER APPLICANTS, MEMBERS OF THE PRESS, OR THE GENERAL PUBLIC.

NAME Christopher James DelNagro PHONE \_\_\_\_\_  
(please print)

ADDRESS \_\_\_\_\_ CITY Half Moon Bay ZIP CODE 94019

EMAIL ADDRESS delnagro@gmail.com

PRESENT EMPLOYER Star Bio-therapeutics POSITION Head of Translational Research

EMPLOYER ADDRESS 201 Haskins Way CITY South San Francisco ZIP CODE 94080

HOW LONG HAVE YOU RESIDED IN HALF MOON BAY? 2+ years

EDUCATIONAL BACKGROUND UC San Diego (B.S. molecular biology, Ph.D. Immunology)

UC Berkeley (certificates in Biotech Business and Clinical Trial Management)

Stanford (certificate in advanced project management), High School (Ojai California)

PROFESSIONAL EXPERIENCE 20+ years of scientific research and medicine development  
across major large biotech/pharmaceutical companies and small start up companies, and have  
worked in Construction, Restaurants, Landscaping and Retail before and during my educational years.

**CIVIC ACTIVITIES & COMMUNITY INVOLVEMENT:**

(Please include any present or past membership on county or city boards, committees, community groups or organizations)

Planning Commissioner city of Millbrae 2021-2023 (2+ years)

Park and Recreation Commissioner city of Millbrae (and 2 time chair) 2013-2021 (8+ years)

Bike and Pedestrian Advisory Commission city of Millbrae (founder and full time chair) 2017-2021 (4+ years)

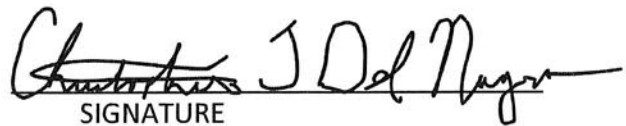
ARE YOU ABLE TO ATTEND NIGHT MEETINGS? Yes DAY MEETINGS? Yes  
EITHER? Yes

WHY ARE YOU SEEKING THE APPOINTMENT? To contribute in a positive manner towards my community.  
Most important is that I listen and learn. I have had a long history of engagement across civic responsibilities,  
contributing my skills as both a critical thinker and as a thoughtful and approachable citizen representative. I openly listen and learn  
about projects and plans, I ask critical questions, identify elements of conflict and agreement, and have a history of fair and earnest  
arbitration and decision making, I find common ground when feasible, and help commissions navigate difficult decisions.

HAVE YOU ATTENDED ANY MEETINGS OF THE CITY COUNCIL OR OTHER CITY OF HALF MOON BAY  
BOARDS AND COMMISSIONS? Yes

HOW DID YOU BECOME AWARE OF THE OPENING? Online and through city communications.

August 4th, 2025  
DATE

  
SIGNATURE

**PLEASE RETURN COMPLETED FORM AND RESUME TO:**

MAGGIE RODRIGUEZ, ASSISTANT CITY CLERK  
CITY OF HALF MOON BAY  
501 MAIN STREET  
HALF MOON BAY, CA 94019  
(650) 726-8266  
[mrodriguez@hmbcity.com](mailto:mrodriguez@hmbcity.com)



# WILLING TO SERVE FORM CITY OF HALF MOON BAY

501 Main Street \* Half Moon Bay \* California 94019

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PLANNING COMMISSION

PARKS & RECREATION COMMISSION

MAIN STREET BRIDGE ADVISORY COMMITTEE

GENERAL PLAN ADVISORY COMMITTEE

BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE

OTHER: \_\_\_\_\_

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NAME Cameron Jeffs (please print) PHONE \_\_\_\_\_

ADDRESS \_\_\_\_\_ CITY Half Moon Bay ZIP CODE 94019

EMAIL ADDRESS cameron@cameronjeffs.com

PRESENT EMPLOYER Coldwell Banker Realty POSITION Broker Associate

EMPLOYER ADDRESS 225 Cabrillo Hwy S. #105B CITY Half Moon Bay ZIP CODE 94019

HOW LONG HAVE YOU RESIDED IN HALF MOON BAY? 28 Years

EDUCATIONAL BACKGROUND Bachelors of Science, University of San Francisco, Business Admin.

PROFESSIONAL EXPERIENCE 19 Years as a Real Estate Broker Associate,

9 Years as a Real Estate Financial Professional

10 Years as a Construction Management Professional.

CIVIC ACTIVITIES & COMMUNITY INVOLVEMENT:

(Please include any present or past membership on county or city boards, committees, community groups or organizations)

20 Year Membership in the Half Moon Bay Lions Club and past President

Past Member of the General Plan Advisory Committee

Member of the Coastside Lutheran Church and previously on the Audit Committee


ARE YOU ABLE TO ATTEND NIGHT MEETINGS? \_\_\_\_\_ DAY MEETINGS? \_\_\_\_\_  
EITHER? Yes

WHY ARE YOU SEEKING THE APPOINTMENT? To bring new perspective to the commission  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

HAVE YOU ATTENDED ANY MEETINGS OF THE CITY COUNCIL OR OTHER CITY OF HALF MOON BAY  
BOARDS AND COMMISSIONS? Yes

HOW DID YOU BECOME AWARE OF THE OPENING? A Friend

8/25/2025  
DATE

  
SIGNATURE

PLEASE RETURN COMPLETED FORM AND RESUME TO:

MAGGIE RODRIGUEZ, ASSISTANT CITY CLERK  
CITY OF HALF MOON BAY  
501 MAIN STREET  
HALF MOON BAY, CA 94019  
(650) 726-8266  
[mrodriguez@hmbcity.com](mailto:mrodriguez@hmbcity.com)



# WILLING TO SERVE FORM CITY OF HALF MOON BAY

501 Main Street \* Half Moon Bay \* California 94019

**COMMISSION / COMMITTEE APPLYING FOR:**

- PLANNING COMMISSION
- PARKS & RECREATION COMMISSION
- MAIN STREET BRIDGE ADVISORY COMMITTEE
- GENERAL PLAN ADVISORY COMMITTEE
- BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE
- OTHER: \_\_\_\_\_

<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

INFORMATION PROVIDED ON THIS APPLICATION IS PUBLIC INFORMATION AND MAY BE MADE AVAILABLE TO OTHER APPLICANTS, MEMBERS OF THE PRESS, OR THE GENERAL PUBLIC.

NAME Timothy Ponce (please print) PHONE \_\_\_\_\_

ADDRESS \_\_\_\_\_ CITY HMB ZIP CODE 94019

EMAIL ADDRESS TIMPONCE@GMAIL.COM

PRESENT EMPLOYER SELF POSITION \_\_\_\_\_

EMPLOYER ADDRESS SAME AS ABOVE ZIP CODE \_\_\_\_\_

HOW LONG HAVE YOU RESIDED IN HALF MOON BAY? 14 yrs

EDUCATIONAL BACKGROUND 4 yrs UNIVERSITY COLORADO

PROFESSIONAL EXPERIENCE BUILDING DESIGNER, BUILDER  
MEMBER OF 2 TWO NON-PROFITS  
THAT ESTABLISHED QUARRY PARK AND  
MOSS BEACH PARK (ALSO MEMBER  
OF BOULDER CAMPOS PLANNING COMMISSION)

CIVIC ACTIVITIES & COMMUNITY INVOLVEMENT:

(Please include any present or past membership on county or city boards, committees, community groups or organizations)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ARE YOU ABLE TO ATTEND NIGHT MEETINGS? YES DAY MEETINGS? YES  
EITHER? \_\_\_\_\_

WHY ARE YOU SEEKING THE APPOINTMENT? I CAN HELP

I KNOW THE PLANNING CODES AND FEEL I CAN SERVE ALL THE COMMUNITY WITH DESIGN EXPERIENCE

HAVE YOU ATTENDED ANY MEETINGS OF THE CITY COUNCIL OR OTHER CITY OF HALF MOON BAY BOARDS AND COMMISSIONS? YES

HOW DID YOU BECOME AWARE OF THE OPENING? 2 MONTHS

8/21/25  
DATE

[Signature]  
SIGNATURE

**PLEASE RETURN COMPLETED FORM AND RESUME TO:**

MAGGIE RODRIGUEZ, ASSISTANT CITY CLERK  
CITY OF HALF MOON BAY  
501 MAIN STREET  
HALF MOON BAY, CA 94019  
(650) 726-8266  
[mrodriguez@hmbcity.com](mailto:mrodriguez@hmbcity.com)



# WILLING TO SERVE FORM CITY OF HALF MOON BAY

501 Main Street \* Half Moon Bay \* California 94019

COMMISSION / COMMITTEE APPLYING FOR:  
PLANNING COMMISSION

PARKS & RECREATION COMMISSION

MAIN STREET BRIDGE ADVISORY COMMITTEE

GENERAL PLAN ADVISORY COMMITTEE

BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE

OTHER: as needed

<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

INFORMATION PROVIDED ON THIS APPLICATION IS PUBLIC INFORMATION AND MAY BE MADE AVAILABLE TO OTHER APPLICANTS, MEMBERS OF THE PRESS, OR THE GENERAL PUBLIC.

NAME Monica Airo  
(please print)

PHONE \_\_\_\_\_

ADDRESS \_\_\_\_\_ CITY Half Moon Bay ZIP CODE 94109

EMAIL ADDRESS monicaairo@yahoo.com

PRESENT EMPLOYER Self Employed Consultant POSITION \_\_\_\_\_

EMPLOYER ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_ ZIP CODE \_\_\_\_\_

HOW LONG HAVE YOU RESIDED IN HALF MOON BAY? Over 20 years

EDUCATIONAL BACKGROUND BA Political Science SFSU

Masters In Public Administration emphasis In Business

PROFESSIONAL EXPERIENCE San Mateo County Executive Administrator and Researcher

Urban Planning Research for San Francisco

Project Manager Property Development



**BUSINESS OF THE COUNCIL OF THE CITY OF HALF MOON BAY**

**AGENDA REPORT**

For meeting of: **September 2, 2025**

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**TO:** Honorable Mayor and City Council

**VIA:** Matthew Chidester, City Manager

**FROM:** Karen Decker, Economic and Community Vitality Manager  
Julissa Acosta, Management Analyst

**TITLE:** **OPPORTUNITY CENTER OF THE COASTSIDE**

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**RECOMMENDATION:**

Receive an update on the Opportunity Center of the Coastsides.

**FISCAL IMPACT:**

There is no net fiscal impact on the City resulting from this update. All programs and services referenced in this staff report are currently funded by a \$2,500,000 grant from the County of San Mateo.

**STRATEGIC ELEMENT:**

This recommendation supports the *Fiscal Sustainability, Healthy Communities and Public Safety, and Inclusive Governance* Elements of the Strategic Plan.

**BACKGROUND:**

As part of its commitment to provide relief to individuals and businesses impacted by COVID and to position the Coastsides economy for long-term resiliency, the City Council sponsored the [Coastsides Recovery Initiative](#). That effort resulted in a public report, [Building a More Equitable, Vibrant and Resilient Coastsides Economy](#). Substantiated by findings and recommendations from that report, the San Mateo County Board of Supervisors approved a \$2,500,000 funding allocation to support the development of the Opportunity Center of the Coastsides (OCC) – a first-of-its-kind service center for job seekers, small businesses, and entrepreneurs. The funding allocation was paid for through State and Local Fiscal Recovery Funds from the federal American Rescue Plan Act (ARPA). On February 7, 2023, City Council authorized staff to accept the grant, create a new economic advancement center, and retain qualified service providers through a request for proposals process (Resolution No. C-2023-04). On April 20, 2023, the City entered into an agreement with the County for a grant term ending September 30, 2024.

Staff identified an ideal location for the OCC in the heart of downtown Half Moon Bay. On September 5, 2023, City Council authorized a 2-year lease agreement for approximately 3,900 square feet of commercial space located at 637 Main Street. Council also authorized a sublease

agreement with the Half Moon Bay Chamber of Commerce and Visitors Bureau for a portion of the premises (Resolution No. C-2023-87). The Chamber was also contracted by the City to provide oversight of daily operations and facility management at the OCC (Resolution No. 2023-68).

While tenant improvements were underway, staff onboarded qualified service providers in each of the following areas: rapid employment services and career training (provided by JobTrain), small business development and support services (provided by Renaissance Entrepreneurship Center), and a new business incubator to support startups focused on resiliency tech (provided by American Energy Society). With workforce development, small business support, the business incubator, and the Chamber all under one roof, the community was introduced to the OCC at a ribbon cutting ceremony that took place on April 4, 2024.

With \$75,000 in funding from the Chan Zuckerberg Initiative Donor Advised Fund (administered through the Silicon Valley Community Foundation), the City contracted with Head and Heart Advisory (HHA) to design, conduct, and report on an evaluation and learning project focused on the implementation of economic advancement centers in three San Mateo County communities: South San Francisco, Half Moon Bay, and North Fair Oaks. Each of these centers launched at different times, with the South San Francisco location being the oldest having opened in 2021. The formative evaluation is a cross-site examination of process, progress, outcomes, challenges, and lessons learned that can contribute to the ongoing effectiveness of the centers and inform future funding. The evaluation has been completed and is enclosed as Attachment 1.

The City-County contract term expires on September 30, 2025. All City-service provider contracts responsible for OCC program delivery are also slated to expire on the same day.

**DISCUSSION:**

The economic conditions that inspired the \$2.5 million investment in the OCC have not improved in part due to the Coastsides' limited industry base and job growth, making the area particularly vulnerable to economic disruptions. Transient Occupancy Tax (TOT) revenue has dropped since 2022, and hotel occupancy rates have fallen 24 percent from 188,347 total occupied room nights in 2019 to 147,479 total occupied room nights in 2024. Similarly, jobs in key employment sectors for the Coastsides (retail, food, and accommodation services) are also below pre-pandemic (2019) levels. Agriculture, another key industry on the Coastsides, has seen a 24 percent drop in gross production value from \$130.3 million in 2019 to \$99.0 million in 2023 – the most recent year for which data is available. The recently signed federal budget bill, H.R. 1, includes historic cuts to Medicaid and food assistance, which impacts the population largely served by the OCC.

The recently completed formative evaluation of the three centers highlights the importance of investing in economic advancement strategies to address persistent income and wealth inequity, promote economic growth, resilience and innovation, and avoid poor health, education and social outcomes associated with economic inequity. Below are examples of the

early impacts of the OCC for jobseekers, small businesses and the community. It is important to note that the OCC began offering services out of the Main Street location in January 2024. The examples below reflect what has been accomplished within a 15-month service period (through April 30, 2025).

#### CLIENT IMPACT

**JobTrain has helped participants build skills and connections necessary for employment.** A total of 281 clients received job readiness services during the reporting period, including support with job searches, career coaching, skill building, resume and cover letter development and mock interviews at the OCC. 60 job placements were made for 52 clients with an average hourly wage of \$21.92 and 35 hours per week of employment—approaching a livable wage for a single adult. For context, the 2025 MIT Living Wage Calculator estimates a living wage of \$46.95 per hour for a household with two adults and two children in San Mateo County.

**Renaissance Entrepreneurship Center has provided a cornerstone for entrepreneurial activity, delivering essential resources to help business owners start, stabilize, and scale their enterprises.** A total of 142 clients received services at the OCC during the reporting period. Most of these clients (95 percent) participated in group training sessions or workshops for an average of 16 hours. Training and workshops covered topics such as Start Smart and Business Prep, marketing, finance, food business compliance, business plan development, tax preparation, QuickBooks, and early-stage childcare enterprise development.

Another 40 clients received customized 1:1 consulting on business models, registering for permits, branding, digital marketing, time management, setting growth strategies, finance and access to capital. Clients leveraged these individualized sessions to deepen their learning and apply knowledge from group settings to their specific business goals.

**American Energy Society has established Coastside Venture Studio (CSVs), an incubator-through-accelerator program designed to spur regional innovation, build entrepreneurship capacity, and support business and job growth.** Nine startups were admitted into the inaugural cohort and six graduated for a 67 percent completion rate – a higher success rate when compared to other venture studios. Notable highlights from the first cohort include GridWrap, a utility grid enhancing technology company, which won a prestigious California Energy Commission Acceleration Award. Another example is Secured Carbon, a virtual marketplace to trade tax credits, which established its headquarters in HMB. Flox Robotics, a startup out of Sweden and pioneering leader in autonomous wildlife management solutions, opened its first U.S. office in Half Moon Bay, just raised a \$5M Series A round, and is in the process of hiring locally.

#### COMMUNITY IMPACT

**The OCC has addressed a long-standing gap in services by providing co-located, community-driven, and culturally responsive economic advancement programs.** Strategically located in the heart of downtown Half Moon Bay — with access to public transit and proximity to City Hall, local nonprofits like Coastside Hope, ALAS, and the College of San Mateo's new campus —

the OCC enables clients to access a wide range of services in one place for the first time. These include job placement, skills training, entrepreneurship support, housing and food assistance, and legal aid. With the exception of the Chamber, the three other service providers operating out of the OCC are new to Half Moon Bay and have brought needed expertise and capacity in economic advancement strategies.

**The OCC has become a vibrant hub for community engagement and economic activity.**

Housed in a repurposed former fire station—later converted into a law office owned by both local and out-of-state attorneys—the current facility is now the home of OCC services and the Chamber. Since the lease agreement was established for OCC services, the space has transformed into a valuable community asset. It now features rentable amenities including a classroom, meeting rooms, and a state-of-the-art tech studio including podcast production. These resources are offered free of charge to OCC clients, and are available to local businesses, nonprofits, and the broader community for a modest fee administered by the Chamber. This revitalized site, combined with the support and energy of surrounding small businesses, has reactivated the 600 block of Main Street. Adding to this momentum, the Chamber’s new designation as a Visit California Welcome Center further enhances the area’s visibility and economic potential. Notably, while the Chamber used to greet about 150 walk-ins per year at its former location, it now sees the same amount of foot traffic in one month.

**The OCC has strengthened the Coastside region’s resilience and positioned it for sustainable economic growth.** By expanding access to employment and entrepreneurship, the OCC has increased residents’ participation in the local economy — boosting household income, spending power, and tax revenue. Moreover, efforts through Coastside Venture Studio (CSVS) tap into innovation and growth in opportunity industries aligned with the region’s natural assets leading to new businesses, jobs and future investment in the Coastside.

**FUTURE OF THE OCC**

The City has a lease with HMBay Partners II, LLC that expires January 14, 2026, and the Chamber has a sublease agreement with the City to rent a portion of the facility for its operations. At this time, there is no identified funding stream to continue OCC services, though a considerable philanthropic opportunity stewarded by JobTrain and Renaissance is pending. If this funding request is fully realized, current services at the OCC would largely remain intact through the calendar year with potential to extend into 2026. Staff have found the most difficult expenses to cover are those related to the building (lease and facilities) as well as day-to-day operation of the OCC. Potential philanthropic partners have expressed greater interest in supporting direct program services. Staff shared these observations at a recent briefing with San Mateo County District 3 Supervisor, Ray Mueller, along with highlights from the recently completed cross-site evaluation, after which a proposal for County support was requested. The proposal has been submitted and is currently under review.

If program funding is realized in the short-term, staff would return to Council for consideration of contract amendments with the OCC providers that would extend the term of their contracts beyond September 30, 2025. Since philanthropic grantors or the County may seek a City match

(this has not been indicated but staff are anticipating scenarios), staff may return to Council with an option to extend services inclusive of a local funding match.

If efforts to make these services available to the community are unsuccessful, the OCC facility will need to be vacated by January 14, 2026. In this scenario, current services will end, and the Chamber will assess leasing options at this or another property.

**ATTACHMENT:**

Evaluation

# Final Report on the Formative Evaluation of Three Economic Advancement Centers in San Mateo County

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August 15, 2025

**Prepared by:**

Steven LaFrance and Sarah Illing, [Head+Heart Advisory](#)



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# I. EXECUTIVE SUMMARY

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## About this Report

This formative evaluation report summarizes learnings from three San Mateo County Economic Advancement Centers (EACs or “the Centers”) which opened at different timepoints starting in 2021 in three communities: South San Francisco (2021), North Fair Oaks (2023), and Half Moon Bay (2024).

The Centers were opened to respond to community needs, namely: high unemployment rates during the COVID-19 public health crisis and the growing divide between the County’s booming industries and small businesses (often owned by immigrants and families).

Head and Heart Advisory, a professional consulting firm, conducted this formative study using a multi-method evaluation design drawing on a range of quantitative and qualitative data sources. The study was conducted in the early stages of the Centers' developmental life cycle to inform learning across, and improvement within, the three EACs regarding effectiveness of implementation, what could be strengthened, and what outcomes they are achieving for their clients and communities.

## Community Contexts

The three EACs are situated in racially and ethnically diverse communities which include some of the most economically stressed residents of San Mateo County whose earnings are far outpaced by the high cost of living. Prior to the opening of the EACs, these three communities had relatively limited social services readily available and shared the common need for more economic opportunity for local residents.

Interviewees consistently shared that the EACs fill deep and persistent gaps in local workforce and economic development systems. The EACs introduced walk-in, multilingual, culturally competent service hubs that address a range of needs – job placement, skills training, entrepreneurship and small business support, housing and food access, and legal aid – under one roof. Moreover, community leaders and subject matter experts consistently expressed that EACs contribute to broader economic and community development goals.

## Client-Level Outcomes

**JobTrain helps participants gain skills and connections needed to gain employment.** Focus group participants said that JobTrain helped them learn to be proactive and communicate during job searches, prepare for interviews, develop their resumes, cover letters and references. Additionally, JobTrain helped clients to access unemployment benefits, seek practical support (like gift cards), and prepare for opportunities to acquire certifications.

Across all three EACs, JobTrain clients received a total of 778 job placements. Clients' job placement hourly wage was generally around \$22/hour, with typical hours around 35/hours week. (For comparison, a living wage for **two adults and two children** in San Mateo County is \$46.95/hour, according to MIT's 2025 living wage calculator, and thus the average wage for a single worker placed in a job through the EACs is not far from the living-wage bar.) Multiple clients expressed gratitude for the differences that JobTrain made in their lives.

**Renaissance Entrepreneurship Center provides a cornerstone for entrepreneurial activity, delivering essential resources to help business owners start, stabilize, and scale their enterprises.** According to quarterly client surveys, Renaissance clients grow

existing businesses, launched new businesses, improved their pre-existing websites, launched new websites, and invested into their businesses (see table below). Note that, because survey completion rates are low, the numbers reported only reflect a sample of Renaissance clients. In the table below, the number of unique (non-blank and non-zero) survey responses and the number of unique quarterly survey respondents are noted.

**What difference has JobTrain made in clients' lives by helping them find work?**

"JobTrain helped me find this job... and I'm making double. Hell yeah, it's greatly increased my salary, and I'm extremely thankful for that."  
 – JobTrain Client

"Now, I'm working with the County. I have health insurance.... I have a steady job, a good salary, and I can provide to my family."  
 – JobTrain Client

**Renaissance Quarterly Survey Respondents' Revenue, Profits, Employees, and Investments**

<b>Renaissance Entrepreneurship Center: Revenue, Profits, Employees, and Investments</b>			
	<b>EAC-SSF</b> (n=34 unique respondents in 47 total quarterly surveys submitted between 2021 Q2 and 2025 Q1)	<b>EEC-NFO</b> (n=29 unique respondents in 38 total quarterly surveys between 2024 Q1 and 2025 Q1)	<b>OCC</b> (n=11 unique respondents in 16 total quarterly surveys submitted between 2024 Q1 and 2025 Q1)
<b>Gross Revenue/Sales (Quarterly)</b>	<b>Total gross revenue reported: \$539,181</b> (26 unique respondents in 33 total quarterly surveys)	<b>Total gross revenue reported: \$437,521</b> (19 unique respondents in 25 total quarterly surveys)	<b>Total gross revenue reported: \$15,935</b> (5 unique respondents in 6 total quarterly surveys)
<b>Profit / Losses</b>	<b>Net profit: \$97,720</b> (19 unique respondents in 26 total quarterly surveys)	<b>Net profit: \$93,656</b> (18 unique respondents in 20 total quarterly surveys)	<b>Net profit: \$3,371</b> (3 unique respondents in 4 total quarterly surveys)
<b>Number of Part-Time Employees</b>	<b>10 part-time employees</b> (7 unique respondents in 7 total quarterly surveys)	<b>13 part-time employees</b> (8 unique respondents in 9 total quarterly surveys)	<b>3 part-time employees</b> (2 unique respondents in 2 total quarterly surveys)

## Renaissance Quarterly Survey Respondents' Revenue, Profits, Employees, and Investments

Renaissance Entrepreneurship Center: Revenue, Profits, Employees, and Investments			
	<b>EAC-SSF</b> (n=34 unique respondents in 47 total quarterly surveys submitted between 2021 Q2 and 2025 Q1)	<b>EEC-NFO</b> (n=29 unique respondents in 38 total quarterly surveys between 2024 Q1 and 2025 Q1)	<b>OCC</b> (n=11 unique respondents in 16 total quarterly surveys submitted between 2024 Q1 and 2025 Q1)
<b>Number of Full-Time Employees</b>	<b>10 full-time employees</b> (9 unique respondents in 9 total quarterly surveys)	<b>9 full-time employees</b> (8 unique respondents in 8 total quarterly surveys)	<b>2 full-time employees</b> (2 unique respondents in 2 total quarterly surveys)
<b>Amount You Invested in Your Business</b>	<b>Total invested: \$340,311</b> (25 unique respondents in 32 total quarterly surveys)	<b>Total invested: \$258,200</b> (22 unique respondents in 28 total quarterly surveys)	<b>Total invested: \$24,679</b> (9 unique respondents in 13 total quarterly surveys)

Through interviews, Renaissance clients shared overwhelmingly positive feedback, and they reported that they made impactful changes to their business practices as a result of what they learned. Key examples of changes made include: obtaining business licenses, expanding their businesses through improved marketing, formalizing their businesses (e.g., using contracts and paying payroll taxes), and adjusting prices to increase profitability.

## Community-Level Outcomes and Impacts of the EACs

**The EACs contribute uniquely to local economies by offering co-located, community-centered, and culturally competent services.** Their physical presence in neighborhoods, emphasis on collaboration, and client-centered models are distinct advantages. Providers described ways in which the EACs have helped families access multiple forms of support and to develop a plan to reach their economic and career goals. The EACs contribute to building a diverse business ecosystem by promoting equitable access to resources such as capital, mentorship, and technology.

**The EACs also reach and engage the segments of San Mateo County with the highest barriers to employment and economic advancement opportunities.** ARPA (American Rescue Plan Act) dollars that became available in the early years of the COVID-19 pandemic provided the initial seed and launch funding for the EACs. ARPA funding was intended to support economic stability, opportunity, and advancement among the most vulnerable and at-risk community residents. The findings of this study certainly uphold that the funding has gone to serve and support the intended target population. High percentages of job-seeking clients have limited English proficiency (between 58% of OCC clients and 65% of both EAC-SSF and EEC-NFO clients), are unemployed at intake (59% of OCC clients, 66% of EAC-SFF clients, and 68% of EEC-NFO clients), and have only completed high school, high school equivalent, or less than a

high school education (62% of EAC-SFF clients, 70% of EEC-NFO clients, and 72% of OCC clients). Similarly, the vast majority (92% of EAC-SSF clients, 95% of EEC-NFO clients, and 95% of OCC clients) of entrepreneurs seeking assistance starting, sustaining, or building their small businesses report their household income as extremely low to moderate under the HUD income bands, meaning their income is 120% of Area Median Income (AMI) or less. The EACs also serve clients who are primarily people of color with only 4-12% of JobTrain clients identifying as non-Hispanic white.

**Furthermore, while the EACs strengthen resilience and economic mobility among the most marginalized community members they are more cost effective compared to similar programs.** For example, this study finds the per-participant cost of serving clients at the EACs is lower than the typical range for federal WIOA (Workforce Innovation and Opportunity Act) workforce development programs as well as the typical range for philanthropy-funded programs.

**Lastly, and importantly, communities benefit greatly, in many ways, from residents' participation in the labor market and economy through employment and entrepreneurship.** These benefits include greater purchasing, local spending power, and local economic multiplier effects; community members employed; increased tax revenue; increased retail vibrancy and service availability; reduced stress among community members and other community protective factors including enhanced social cohesion, civic participation, and potential community stabilization; and reduced public expenditures. Head and Heart conducted exploratory research in the categories of potential governmental cost savings that these EACs could be contributing to their communities and to federal funding sources. Specifically, this study explored potential savings in public benefits costs (CalFresh, Medi-Cal, General Assistance, housing assistance, and Unemployment Insurance) resulting from a client who was unemployed at the time of intake at the EAC-SSF and then got a job earning \$22/hour. This study found a total estimated cost savings of \$20,000 to \$60,000 per year per person, depending on previous use of public assistance and experience of risk factors.

## Conclusion

This formative evaluation study points to clear early successes with the EACs in terms of client- and community-level outcomes. It also highlights opportunities to prepare for and build data capacity to enable a future summative impact study.

The study also explores the importance of economic advancement strategies as a lever toward dismantling structural barriers to opportunities and well-being (e.g., poor health, education, and civic outcomes are associated with economic inequity) and how investments in these strategies can unlock economic growth, resilience, and innovation in marginalized communities.

## II. INTRODUCTION AND BACKGROUND

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This report summarizes findings from a formative evaluation of the three economic advancement centers (EACs) which opened at different timepoints starting in 2021 in three communities: South San Francisco (2021), North Fair Oaks (2023), and Half Moon Bay (2024). These economic advancement centers (collectively referred to as “the Centers”) were opened in response to identified needs for services and supports among job seekers, and emerging and established small business owners, during the COVID-19 pandemic lockdown and public health crisis. While the three Centers are in different stages of development and operation, each was interested in harnessing learning from their respective and collective experiences to inform their programmatic strategy and optimize their long-term financial sustainability by understanding and communicating the value they deliver to their communities and how they can be most effective and relevant moving forward. The architects and implementers of the Centers engaged a professional third-party evaluation consultancy, Head and Heart Advisory, to design and conduct this study.

### Background: Origins of the Economic Advancement Centers (EACs)

The **Economic Advancement Center in South San Francisco (EAC-SSF)** was the first to open its doors (virtually in July 2021 and then officially in February 2022) in response to high unemployment rates at the peak of COVID and the growing divide between the city’s booming biotech sector and small family, immigrant-owned businesses.<sup>1</sup> Located in one of the city’s lowest income census tracts, the EAC-SSF offers rapid job placement services and career pathway programs along with the city’s workforce development program, as well as small business and entrepreneurship support services to residents and existing small business owners of South San Francisco and throughout North San Mateo County. The City of South San Francisco is partnering with Renaissance Entrepreneurship Center and JobTrain to deliver these services. The services have since been expanded to some social services system navigation staff provided under the City of South San Francisco’s Promotores Program. Clients are referred to housing, food security, and health care services. The YMCA and County Health also have a presence in the space on a weekly basis. The EAC-SSF has grown to a more holistic collage of economic mobility services than initially envisioned. Moreover, early results exceeded initial goals in terms of clients served, and there is ongoing high demand for services as reflected in wait lists for services and program offerings. Historically, South San Francisco and North San Mateo County have been described as resource deserts where people had to travel outside of the area for needed services and support, contributing to low engagement with services among residents in the past.

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<sup>1</sup> Proposal to Evaluate Implementation of Economic Advancement Centers in Three San Mateo County communities submitted to Chan Zuckerberg Initiative on August 30, 2022.

In March 2021, the County entered into an MOU with SSF for \$200,000 – half for operations and half for small business support services – framed at the time as a “pilot program.” Given the early successes of the EAC-SSF, the San Mateo County Board of Supervisors then allocated \$5 million to develop two additional centers, one in Half Moon Bay and one in the unincorporated area of North Fair Oaks.

In July 2023, the **Economic and Employment Center (EEC)** opened in the unincorporated area of North Fair Oaks (NFO). One of the EEC’s core partners (also working with the EAC in South San Francisco and the OCC in Half Moon Bay), Renaissance Entrepreneurship Center, conducted a feasibility study in planning for the EEC that found strong interest among businesses, local leaders, and residents for an array of supports. Based on the study findings, the EEC provides employment support services to job seekers as well as entrepreneurship training and supports to small businesses including consulting, networking, workshops, training, and access to capital. Through its programming, the EEC aims to empower individuals in the NFO community and to transform lives through employment and entrepreneurship.

In January 2024, the City of Half Moon Bay opened the **Opportunity Center of the Coastsides (OCC)** as part of a larger comprehensive economic effort to address COVID-19 recovery needs and pave the way for a more sustainable and resilient future, as laid out in the 2022 Coastsides Recovery Report entitled, “[Building a More Equitable, Vibrant, and Resilient Coastsides Economy.](#)” The Coastsides region is uniquely vulnerable due its geographic isolation, lack of economic diversity and job growth, income inequality, high cost of housing, and lack of services and infrastructure. Co-located with the Coastsides Chamber of Commerce, the OCC houses workforce development programming, small business support, and a business incubator to harness the Coastsides’s unique industries and assets, build entrepreneurship capacity, and support business and job growth. The OCC brings together multiple nonprofits dedicated to helping the Coastsides work, providing classes, programs, and mentoring services for entrepreneurs, business owners, and those looking for work or new skills.

## About Head and Heart Advisory

Head and Heart Advisory is a professional consulting firm that works with public agencies, philanthropic foundations, and nonprofit organizations in developing strategy, understanding outcomes, and building the culture and practice of reflection and learning to achieve more equitable outcomes for communities and a sustainable future for the planet. Head and Heart’s specific service offerings include:

- **Evaluation and Learning:** Articulate the role of data and learning in programmatic and organizational strategies, develop strategic learning frameworks, and understand the centrality of embedding equity in culture and practice of learning to unlock potential for achieving better, more equitable outcomes.
- **Strategy:** Move beyond conventional strategic planning processes by defining the imperatives for planning at any given time, understanding the organization’s

developmental stage and the ecosystem within which an organization operates, to right-size the planning process and approach accordingly.

- **Building Skills and Organizational Strength:** Take organizational and programmatic skillsets and ability to the next level to achieve better, more equitable outcomes by learning and integrating new approaches and frameworks that center principles of equity into culture and practice.

## Purposes of the Evaluation

Given how early in the Centers' developmental lifecycle stage this formative study was conducted, the study's primary purpose is to inform learning about and improvement at the EACs – i.e., how well they are functioning, what could be improved, and what they are achieving for clients who use their services. The study also sought to surface recommendations for programmatic strategy moving forward, including what data are needed at the local level to continue to track processes, outcomes, and learning on an ongoing basis.

Once the EACs have more time and experience under their belts, including implementing the recommendations from this study (particularly around client-level data collection), it will be appropriate to conduct a summative evaluation (i.e., one that is primarily focused on outcomes and can draw more definitive conclusions regarding client impacts through a quasi-experimental research design). As part of a summative evaluation, with the required data in hand (as per the recommendations in this report), a formal cost-benefit analysis can be conducted (whereas at this time only estimates can be calculated given limitations in data availability).

The following questions – organized by type – guided the current study.

### *Process and Implementation Evaluation and Learning Questions*

- What are the characteristics of program participants in each community?
- How well do the array of programs and services at each Center function in concert with each other? Are there programs and services that are not working well in the mix? Are there programs and services that are missing?
- What are the key learnings to date regarding what it takes to design and operate effective economic advancement centers in these communities? What was common to each community and what was different?
- How well have the various partnerships in place for operating the Centers and delivering programs and services been functioning? What has been working well and what could be improved?
- How have the centers been funded to date, what are the current funding constraints / realities today (as COVID relief funds dry up), and what efforts are underway and needed to ensure financial sustainability? What is a sustainable funding model moving forward?

- What are considered best practices and top priorities among funders and in the research for workforce development and community economic development centers and to what extent do the EAC-SFF, EEC-NFO, and OCC implement these best practices?

### ***Outcome Evaluation and Learning Questions***

- What are the early outcomes and results of the services provided at the EAC-SFF, EEC-NFO, and OCC among program participants?
- What stories and testimonials speak to the value of the Centers for residents and the community as a whole?
- What factors facilitate or inhibit achievement of progress and outcomes for program participants?
- What was available for job seekers, small businesses, and entrepreneurs in the three communities before the Centers were opened? How did – and do – the landscape in these communities, in San Mateo County more broadly, and in other California Counties compare? What gaps did the Centers fill in each of the three communities?
- What unique contributions do the EAC-SFF, EEC-NFO, and OCC make to the local workforce development systems in their respective communities?
- What is an estimate of programmatic costs per program participant and what do those costs return to those participants – and the community? How do these costs compare with known standards?

The next chapter of the report describes the evaluation methods used to address these questions.

### III. EVALUATION METHODS

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To explore the process-, implementation-, and outcome-related questions in the previous chapter, Head and Heart used a multi-method evaluation design, drawing upon a range of quantitative and qualitative data sources.

#### Quantitative Data Sources and Analysis

All three Centers provided data files which aggregate the information they have collected since their opening. The timeframes for these data files are as follows:

- **EAC-SSF:** 7/1/21 - 4/30/25
- **EEC-NFO:** 7/10/23 - 4/30/25
- **OCC:** 1/1/24 - 4/30/25

Head and Heart analyzed these data files and worked with Center staff to understand which data points are most reliable and relevant for evaluation purposes. In particular, the evaluation team focused on synthesizing data related to: client demographics, program participation, service delivery (e.g., number and types of services), and individual-level outcome measures.

Head and Heart also reviewed and mined the Centers' quarterly reports, which contain both quantitative and qualitative data, and analyzed operating and program delivery costs for the Centers to estimate per-client expenses.

#### Qualitative Data Sources and Analysis

Through interviews and focus groups with clients, Head and Heart learned about clients' satisfaction and experiences with the Centers' programs and services, what served them well, and what could be improved. A total of nine (9) Renaissance Entrepreneurship clients participated in one-on-one interviews. A total of 24 JobTrain clients participated in three focus groups in May 2025. Two focus groups were conducted in English (with some simultaneous Spanish-English interpretation), and one focus group was conducted in Spanish.

As mentioned above, Head and Heart reviewed Centers' quarterly reports which contain qualitative data (e.g., client testimonies), in addition to quantitative data. To learn about systems- and community-level outcomes, Head and Heart conducted 10 interviews with funders and community leaders and subject matter experts who hold the broader perspective of how the economic advancement centers fit within the local workforce and economic development systems. Head and Heart also conducted 12 provider interviews with representatives of Renaissance, JobTrain, and other partners (e.g., YMCA, Coastside Venture Studio, Chamber of Commerce). Lastly, Head and Heart reviewed available literature in order to ground and contextualize the inquiry around: local community contexts (including services available before EACs opened); workforce development program costs; and cost savings to public agencies from job placement programs.

## Strengths and Limitations

The primary strength of the multi-modal methods employed for this evaluation is the broad array and diversity of data, from both quantitative (e.g., client data records, quarterly reports) and qualitative (e.g., provider and client interviews, client focus groups) sources. This mix of methods provides the opportunity to triangulate findings by examining a research question from multiple angles to enhance the validity and credibility of conclusions.

Head and Heart provided each participant in Renaissance interviews and JobTrain focus groups with a \$50 gift card to recognize the importance of clients' perspectives and to value their time concretely and equitably. The Head and Heart team is grateful to JobTrain and Renaissance staff who made the interviews and focus groups possible by reaching out to clients and (in the case of JobTrain focus groups), creating a welcoming physical space and following up with participants to deliver their gift cards after the focus groups.

The evaluation also draws strength from multi-stakeholder collaboration and partnerships. Throughout the process, Head and Heart met with Center stakeholders to shape the evaluation approach, interpret preliminary findings, and inform the interview questions. Head and Heart also engaged in a collaborative meaning-making process before finalizing the report.

The primary limitation of this evaluation are the gaps in available client data. The EACs opened during (or close to) the time of the COVID-19 pandemic lockdown which was both chaotic and disorienting for people and organizations. Fortunately, this study surfaced the opportunities for strengthening client-level data collection; recommendations are included in this report.

Through focus groups and interviews, Head and Heart spoke to a sample of JobTrain and Renaissance clients. It is possible that self-selection bias was at play with clients who chose to participate in focus groups and interviews. Head and Heart did not speak to a subset of clients who dropped out or who likely did not find the services provided by the Centers useful. That said, the purpose of this study was to explore outcomes and surface learning for program improvement, rather than to make definitive conclusions about program impacts.

Another important caveat is that data collection happened early in clients' engagement with Renaissance Entrepreneurship Center. According to experts in small business entrepreneurship, it can often take up to three years for small businesses to hit their stride, meaning that some of Renaissance's potential impacts may not yet be realized, particularly for clients served in the more recently opened EACs in North Fair Oaks (EEC-NFO) and Half Moon Bay (OCC).

Lastly, beyond JobTrain and Renaissance, Head and Heart did not have quantitative client-level information to work with for this report for other partner providers at the EACs (e.g., YMCA, Promotores) other than what was included in quarterly reports. That said, Head and Heart did interview representatives of partner providers and in this way included their perspectives.

## IV. THE COMMUNITY CONTEXTS FOR EACH OF THE THREE EACs

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### Why Community Context Matters

Taking community context into account when designing and evaluating workforce development and economic advancement programs is essential for ensuring that the programs are relevant and effective – and that any study of them is appropriate, equitable, and useful. Below are key reasons why community context matters for these EACs and this study evaluating services in three different San Mateo County communities, all sharing in common the need for supporting economic opportunity for local residents.

- 1. Context Shapes Barriers and Opportunities.** Each community has distinct economic conditions, cultural norms, demographics, infrastructure, and social dynamics that influence how residents experience barriers to employment and economic mobility. For example, in communities with a high percentage of non-English speakers, standard outreach or training materials may fail to engage potential participants without translation or cultural adaptation.
- 2. Programs Must Be Responsive to Local Needs.** Understanding the local context is crucial for ensuring the program is aligned with the actual needs and priorities of the target population.
- 3. Equity and Inclusion Require Contextual Understanding.** Community context often includes historical and structural inequities, such as systemic racism, disinvestment, or discriminatory practices, that shape residents' economic opportunities.
- 4. Community Trust and Engagement Are Crucial.** Programs often depend on community trust, partnerships, and local knowledge to reach and retain participants.
- 5. Sustainability and Scalability Depend on Fit.** The local context of other available programs and services factors heavily into the determination of whether a unique need is being met, which can significantly impact program sustainability and scalability.

Given these factors, the following section describes the three communities in which the EACs operate.

## South San Francisco

South San Francisco is a diverse community in San Mateo County. The following provides an overview of the City's local economic drivers and its demographic profile.<sup>2</sup>



### Local Economic Drivers

- **Key Industries:**
  - **Biotechnology:** South San Francisco is known as the "Birthplace of Biotechnology," housing over 250 biotech companies, including Genentech, Amgen, and Verily Life Sciences.<sup>3</sup>
  - **Healthcare and Social Assistance:** Employs approximately 5,696 residents.<sup>4</sup>
  - **Professional, Scientific, and Technical Services:** Employs around 4,550 residents.<sup>5</sup>
  - **Retail Trade:** Employs about 4,111 residents.<sup>6</sup>
- **Top Employers:**
  - Genentech: 8,632 employees
  - Kaiser Permanente: 1,000–4,999 employees
  - AbbVie: 1,000 employees

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<sup>2</sup> Many of the data points in this chapter are based on US Census data, which is the most comprehensive publicly available data source. It is important to note that Census data may be inaccurate due to inequities in the Census method which cause some groups to be undercounted. Advocates and policymakers alike recognize that President Trump's restrictive immigration policies and attempts to "weaponize" the Census (including an unsuccessful push to include a citizenship question) might have had a "chilling effect," discouraging Hispanic/Latinx people from completing surveys in 2020.

<sup>3</sup> [Biotech in SSF - City of South San Francisco web page](#).

<sup>4</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

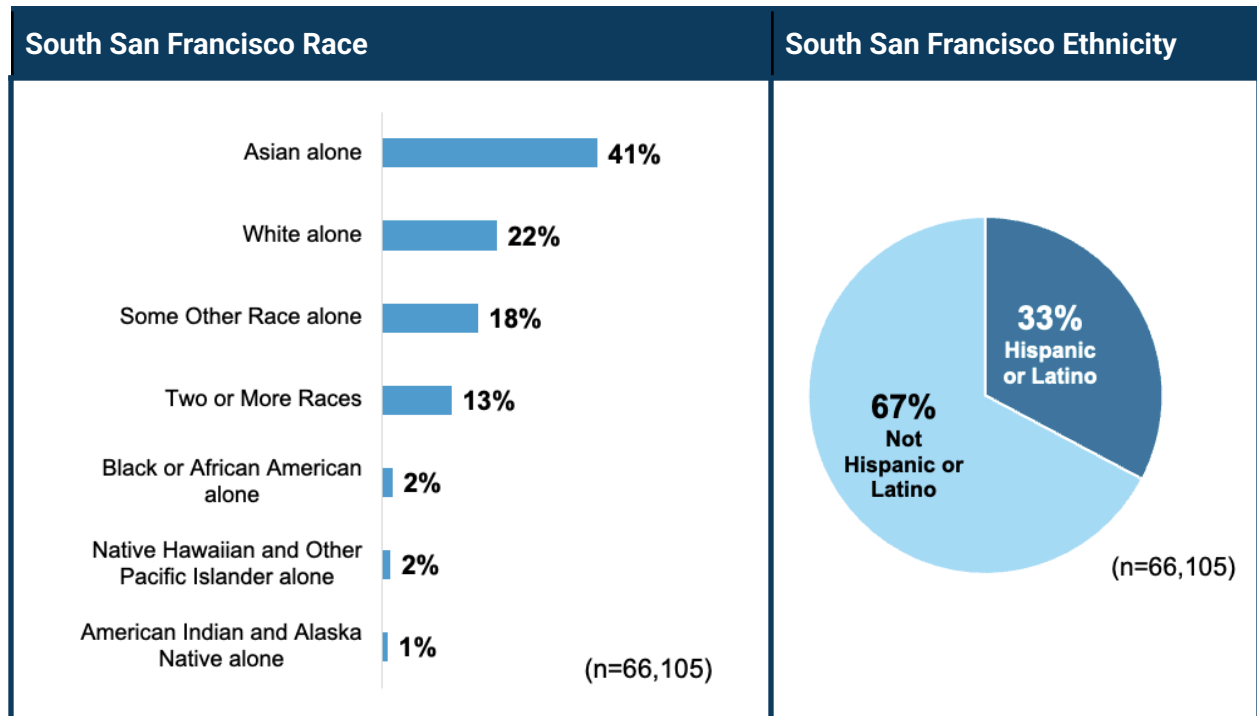
<sup>5</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>6</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

## Demographic Characteristics

- **Population:** Approximately 64,487 residents as of 2023.<sup>7</sup>
- **Racial/Ethnic Composition:** As shown in Chart 1 below, the largest racial group in South San Francisco is Asian alone (41%), followed by White alone (22%). Approximately one-third (33%) of South San Francisco residents identify as Hispanic or Latino.<sup>8</sup>

**Charts 1-2: South San Francisco Race and Ethnicity**  
(US Census Bureau, 2020 Census Demographic and Housing Characteristics File)



- **Foreign-Born Residents:** Approximately 40% of the population is foreign-born, significantly higher than the national average of 14%.<sup>9</sup>
- **Highest Level of Education Achieved.** According to the 2023 American Community Survey 5-year estimates (ACS), 86% of adults have at least a high school diploma or equivalent and 40% have a bachelor's degree or higher.<sup>10</sup>
- **Median Property Value:** \$1.16M in 2023, with 61% home ownership.<sup>11</sup>
- **Median Household Income:** \$135,909, with a 7% poverty rate<sup>12</sup> and 3.3% unemployment rate.<sup>13</sup> Note that the poverty rate is highest among Hispanic women (19%).<sup>14</sup>
- **Median Age:** 42 years.<sup>15</sup>

<sup>7</sup> 2023 American Community Survey, as cited in [Point2Homes](#).

<sup>8</sup> See 2020 Decennial Census, [P8 RACE file](#) and [P9 ETHNICITY file](#).

<sup>9</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>10</sup> U.S. Census Bureau (2023). American Community Survey 5-year estimates. Retrieved from Census Reporter Profile page for South San Francisco, CA <<http://censusreporter.org/profiles/16000US0673262-south-san-francisco-ca/>>

<sup>11</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>12</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>13</sup> Bureau of Labor Statistics, as cited in [Y Charts](#).

<sup>14</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>15</sup> 2023 American Community Survey 5-Year Estimates. [US Census Bureau](#).

In addition to the Economic Advancement Center (EAC), South San Francisco offers a range of programs and services to assist low-income residents with employment, entrepreneurship, and meeting basic needs.

### ***Employment Assistance***

- **JobsNOW! Program.** This free employment initiative matches job seekers with employers and subsidizes salaries for up to six months, facilitating quicker hiring and skill development.
- **Mission Hiring Hall.** A nonprofit offering free counseling, training, and placement services, including vocational training in construction trades, project administration, security services, and hospitality job readiness.

### ***Small Business Support***

- **Small Business Support Programs.** The city offers various programs, including the Commercial Storefront Vandalism Relief Grant, providing up to \$1,000 per incident to businesses affected by vandalism.<sup>16</sup>
- **Business Resources.** South San Francisco collaborates with the Small Business Development Center (SBDC), hosted by Renaissance Entrepreneurship Center as part of their programmatic offerings, to offer no-cost expert advising and low-cost training for current and prospective small business owners.<sup>17</sup>
- **Green Business Program.** As articulated in the 2040 Shape South San Francisco Plan, SSF “encourages existing businesses and industries to participate in the San Mateo County Green Business Program,” which offers technical assistance and resources to small and medium-sized businesses aiming to become certified green businesses. Benefits include cost savings through energy and water conservation and waste minimization.

### ***Basic Needs Assistance***

- **YMCA Community Resource Center (CRC)** offers emergency support services, including crisis intervention and referrals, to stabilize living situations.
- **Rental Assistance.** The YMCA CRC provides rental assistance to eligible residents.
- **Core Service Agencies.** San Mateo County's Core Service Agencies offer safety net services such as food, emergency housing assistance, and utility assistance to residents in need.<sup>18</sup>

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<sup>16</sup> City of SSF: [Small Business Support Programs](#)

<sup>17</sup> City of SSF: [Business Resources](#)

<sup>18</sup> San Mateo County: [Core Service Agencies - Emergency Safety Net Assistance](#)

## North Fair Oaks

North Fair Oaks is a diverse and predominantly Hispanic/Latino community with a young median age. The economy is supported by various industries, including administrative services, professional sectors, and retail trade.



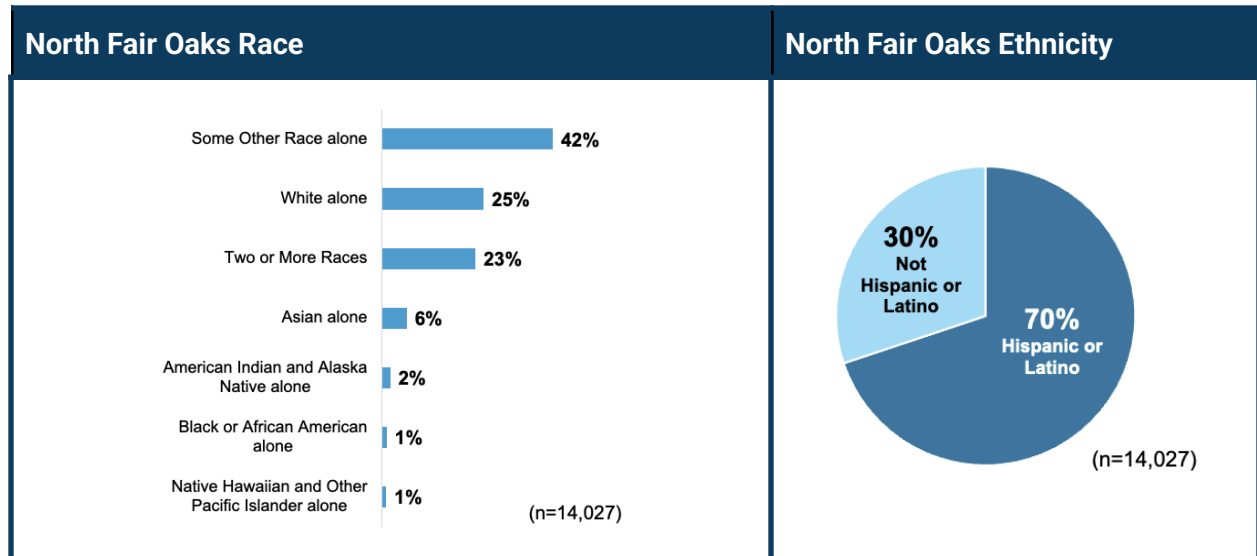
### Local Economic Drivers

- **Key Industries:**<sup>19</sup>
  - Administrative & Support & Waste Management Services: 820 employees.
  - Professional, Scientific, & Technical Services: 670 employees.
  - Retail Trade: 613 employees.

### Demographic Characteristics

- **Population:** Approximately 13,327 residents as of 2023.<sup>20</sup>
- **Racial/Ethnic Composition:** As shown in Chart 3 below, the largest racial group in North Fair Oaks is some other race (42%), followed by white alone (25%). Seventy percent (70%) of North Fair Oaks residents identify as Hispanic or Latino.<sup>21</sup>

**Charts 3-4: North Fair Oaks Race and Ethnicity**  
(US Census Bureau, 2020 Census Demographic and Housing Characteristics File)



- **Foreign-Born Residents:** Approximately 39% of residents were born outside the United States.<sup>22</sup>

<sup>19</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>20</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>21</sup> See 2020 Decennial Census, [P8 RACE file](#) and [P9 ETHNICITY file](#).

<sup>22</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

- **Highest Level of Education Achieved.** According to the 2023 American Community Survey 5-year estimates (ACS), 71% of adults have at least a high school diploma or equivalent and 27% have a bachelor's degree or higher.<sup>23</sup>
- **Median Property Value:** \$1.21M in 2023, with 52% home ownership.<sup>24</sup>
- **Median Household Income:** \$106,690, with a 13% poverty rate. Note that the poverty rate is highest among Hispanic women (26%).<sup>25</sup>
- **Median Age:** 33 years, indicating a relatively young population.

In addition to the Economic and Employment Center (EEC), the following programs and services are available to low-income residents of North Fair Oaks with employment, entrepreneurship, and basic needs.

### *Employment Assistance*

- **[San Mateo County Employment Services](#).** The County offers specialized training, job search workshops, computer and fax access, and individual support to assist residents in finding employment.

### *Small Business Support*

- **[San Mateo Small Business Development Center \(SBDC\)](#).** The SBDC, hosted by Renaissance Entrepreneurship Center as part of their programmatic offerings, supports local entrepreneurs and small businesses with tools and insights to start and grow their ventures. Services include business planning, financial management, and marketing strategies.<sup>26</sup> **Middlefield Road Small Business Assistance Program.** In response to the Middlefield Road Improvement Project, the County allocated \$985,000 to fund a grant program for eligible small businesses in North Fair Oaks negatively impacted by the project.<sup>27</sup>
- **[Green Business Program](#).** San Mateo County, which governs North Fair Oaks, supports and provides technical assistance and certification through the Green Business Program. Businesses and community-based organizations in North Fair Oaks are fully eligible and encouraged to participate.

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<sup>23</sup> U.S. Census Bureau (2023). American Community Survey 5-year estimates. Retrieved from Census Reporter Profile page for North Fair Oaks, CA <<http://censusreporter.org/profiles/16000US0651840-north-fair-oaks-ca/>>

<sup>24</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>25</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>26</sup> Governor's Office of Business and Economic Development: [Place-based strategies](#).

<sup>27</sup> See Board of Supervisors resolution about the Middlefield Road Small Business Assistance Program [here](#).

## Basic Needs Assistance

- [Fair Oaks Community Center](#) provides services including:<sup>28</sup>
  - Food assistance
  - Housing assistance
  - Emergency and social services
- [San Mateo County Public Assistance Programs](#). The County offers programs to help residents obtain health care, shelter, food, and other resources through services like Medi-Cal, CalFresh, and CalWORKs. While these programs are available to all County residents, practically speaking, Center participants in Half Moon Bay and South San Francisco shared that the geographic distance to travel from their communities to the Core Service Agencies makes them inaccessible.
- [El Concilio of San Mateo County](#) provides a comprehensive range of programs, including safety net navigation, individual support services, consumer protection, outreach and education, and environmental advocacy.

## Half Moon Bay / Coastside

Half Moon Bay and the Coastside communities present a unique blend of affluent demographics, high living costs, and a strong reliance on both traditional industries like agriculture and fishing, as well as modern sectors such as professional services and tourism. While the area boasts high median incomes, the elevated cost of living poses challenges, particularly for lower-income residents.



## Local Economic Drivers

- **Key Industries:**<sup>29</sup>
  - **Professional, Scientific, and Technical Services:** Employs approximately 1,105 residents.
  - **Educational Services:** Employs around 706 residents.
  - **Retail Trade:** Employs about 551 residents.
- **Traditional Sectors:** Agriculture and fishing remain integral to the local economy, with local farms and the historic Pillar Point Harbor playing vital roles (as reported in [Business View](#) magazine).
- **Tourism:** A significant economic driver, bolstered by the region's coastal vistas, redwood forests, and agricultural areas (as reported in [Business View](#) magazine).

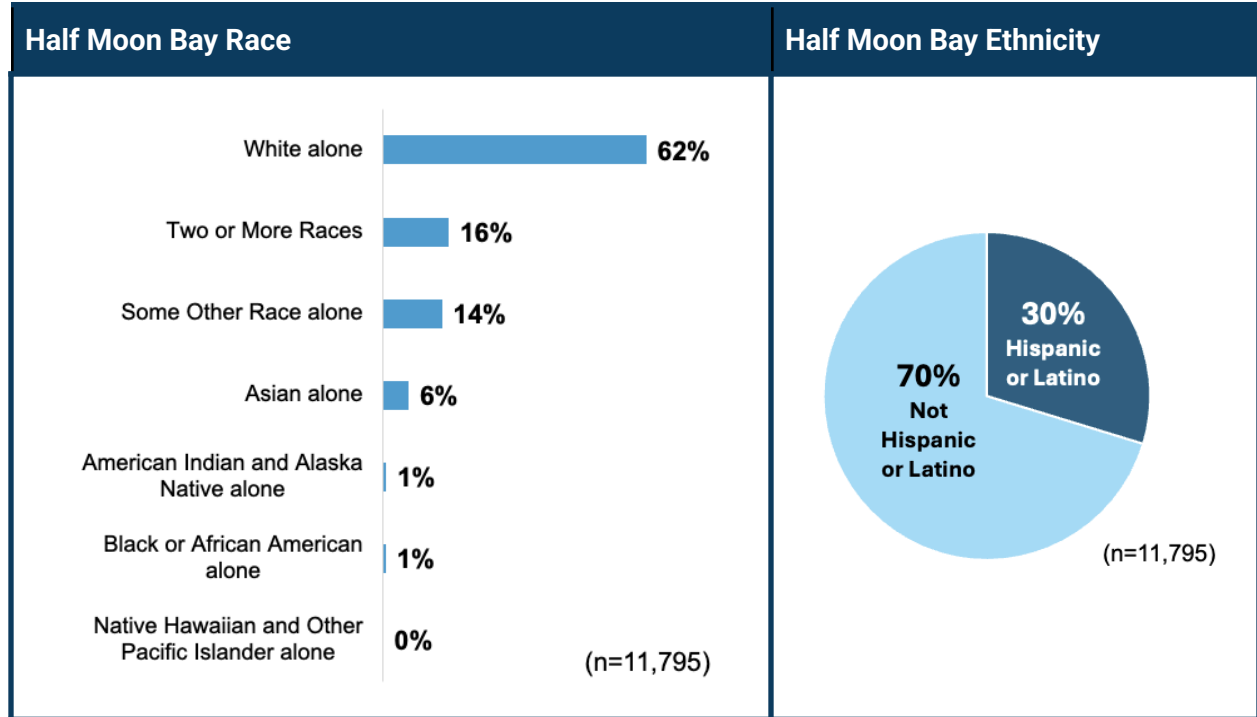
<sup>28</sup> To learn more, refer to Fair Oaks Community Center Information and Referral Program: <https://www.redwoodcity.org/departments/parks-recreation-and-community-services/do-you-need-help/information-referral>

<sup>29</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

## Demographic Characteristics

- **Population:** Approximately 11,454 residents as of 2023.<sup>30</sup>
- **Racial/Ethnic Composition:** As shown in Charts 5-6 below, the majority of Half Moon Bay residents identify their race as white alone (62%) and their ethnicity as “not Hispanic or Latino” (70%).<sup>31</sup>

**Charts 5-6: Half Moon Bay Race and Ethnicity**  
(US Census Bureau, 2020 Census Demographic and Housing Characteristics File)



- **Foreign-Born Residents:** Approximately 21% of Half Moon Bay's residents are foreign-born, according to the most recent U.S. Census Bureau estimates for 2019–2023.<sup>32</sup>
- **Highest Level of Education Achieved:** Per the 2023 American Community Survey 5-year estimates (ACS), 91% of adults have at least a high school diploma or equivalent and 53% have a bachelor's degree or higher.<sup>33</sup>
- **Median Property Value:** \$1.47M in 2023, with 73% home ownership.<sup>34</sup>
- **Median Household Income:** \$153,199, with a 6% poverty rate. The largest demographic living in poverty are Females 55 - 64.<sup>35</sup>

<sup>30</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>31</sup> See 2020 Decennial Census, [P8 RACE file](#) and [P9 ETHNICITY file](#).

<sup>32</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>33</sup> U.S. Census Bureau (2023). American Community Survey 5-year estimates. Retrieved from Census Reporter Profile page for Half Moon Bay, CA <<http://censusreporter.org/profiles/16000US0631708-half-moon-bay-ca/>>

<sup>34</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>35</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

- **Median Age:** 47 years, which is notably higher than both the California state median (38 years) and the San Francisco Bay Area median (40 years).<sup>36</sup>

In addition to the Opportunity Center of the Coastsides (OCC), Half Moon Bay and the broader Coastsides region in San Mateo County offer a variety of programs and services to assist low-income residents with employment, entrepreneurship, and basic needs.

### **Employment Assistance**

- **[Abundant Grace Coastsides Worker](#)**. This nonprofit offers job-readiness training programs for individuals experiencing homelessness, including: Farm Work Days, Farm Apprenticeship, and Conservation Crew.

### **Small Business Support**

- **[Coastsides Venture Studio \(CSVs\)](#)**. Co-located at the OCC, and founded in 2024, CSVs is an incubator and accelerator program dedicated to supporting startups focused on resiliency technologies. It aims to foster scalable companies that contribute to an equitable and thriving Coastsides community.
- **[San Mateo Small Business Development Center \(SBDC\)](#)**. The SBDC, hosted by Renaissance Entrepreneurship Center as part of their programmatic offerings, supports local entrepreneurs and small businesses with tools and insights to start and grow their ventures. Services include business planning, financial management, and marketing strategies.<sup>37</sup>
- **[Green Business Program](#)**. The City of Half Moon Bay supports the San Mateo County Green Business Program, which offers technical assistance and resources to small and medium-sized businesses aiming to become certified green businesses. Benefits include cost savings through energy and water conservation and waste minimization.

### **Basic Needs Assistance**

- **[Coastsides Hope](#)** offers the following services:
  - Emergency & Supplemental Food Pantry
  - Rental & utility assistance
  - Shelter referrals
  - Immigration & citizenship services
  - Tax preparation assistance
  - Digital Navigator Program for technology skills

Coastsides Hope also functions as a Core Service Agency for the County, providing emergency safety net assistance including food, housing, and utility assistance.

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<sup>36</sup> 2023 American Community Survey 5-Year Estimate, as cited in [Data USA](#).

<sup>37</sup> Governor's Office of Business and Economic Development: [Place-based strategies](#).

## Importance of these Economic Advancement Centers in the Context of these Three Communities

As described above, these communities are racially / ethnically diverse and include some of the most economically stressed residents of San Mateo County whose earnings are far outpaced by the high cost of living. Moreover, prior to the opening of the EACs, these three communities had relatively limited social services readily available within them.

Community leaders and subject matter experts interviewed for this evaluation emphasized and lifted up these points as a means of underscoring the value of the EACs. Despite broader recovery trends, interviewees described the EAC communities as still economically vulnerable and at risk of being left behind:

- **South San Francisco** was described as lively and diverse, but still recovering from the pandemic with shuttered businesses and growing pressures from gentrification and industry shifts.
- **Half Moon Bay / Coastside** features a high degree of small, independent businesses and farmworker populations but is still challenged by a lack of formal business infrastructure and career pathways.
- **North Fair Oaks** was characterized by “pockets of low-income, historically underserved folks” and limited infrastructure, yet with the potential for revitalization through corridor improvements and local investment.

Within these communities’ contexts, interviewees consistently shared that the EACs fill deep and persistent gaps in the local workforce and economic development systems. Before the EACs were launched, all three communities faced significant structural barriers to accessing career development, small business support, and integrated services. Existing programs were described as fragmented, remote, inaccessible or non-existent—especially for low-income and immigrant residents. The EACs introduced walk-in, multilingual, culturally competent service hubs that address a range of needs – job placement, skills training, entrepreneurship support, housing and food access, and legal aid – under one roof.

Moreover, community leaders and subject matter experts consistently expressed that, from their perspective, the EACs contribute to broader economic and community development goals. The Centers play a visible role in revitalizing downtown corridors, countering commercial blight, and spurring microenterprise growth. In South San Francisco, the EAC turned an abandoned bank building into a vibrant community asset that has become a cornerstone of downtown redevelopment. Additionally, the Centers are positioned to contribute to emerging growth sectors such as biotech, hospitality, healthcare, and value-added agriculture – especially if workforce training programs evolve to align with these sectors.

# V. PROCESS AND IMPLEMENTATION EVALUATION FINDINGS

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This chapter summarizes program process and implementation-related findings, including the clients served at the EACs and the types of services they received from JobTrain and Renaissance Entrepreneurship Center. It also highlights the ways in which EAC providers have engaged in their communities to ensure services are promoted and accessible. The chapter concludes with a discussion of the factors contributing to early program success. Areas for program and service improvements are provided in the Recommendations chapter.

The client and business information highlighted in this section is based on data files provided by JobTrain and Renaissance Entrepreneurship Center. Note that the data file timeframes for each site (EAC-SSF, EEC-NFO, and OCC) differ based on how long each site has been open.

- **EAC-SSF:** 7/1/21 - 4/30/25
- **EEC-NFO:** 7/10/23 - 4/30/25
- **OCC:** 1/1/24 - 4/30/25

It is important to bear in mind that each of the three Centers first opened virtually to respond to community needs as promptly as possible during the COVID-19 lockdown. Services continued remotely while the Centers' physical facilities were prepared for opening. The following provides the schedule of service roll-out for each Center:

## **EAC-South San Francisco**

- Remote services began July 2021
- Physical site opened January 2022

## **EEC-North Fair Oaks**

- Remote services began July 2023
- Physical site opened June 2024

## **OCC-Half Moon Bay / Coastside**

- Remote services began January 2024
- Physical site opened late March 2024

The Theory of Change for these Centers leans heavily on the assumption that on-site in-center engagement will serve the most community members most effectively. It is indeed the case that, with the opening of the physical Center facilities, client volume, and thus opportunity for impact, increased with dedicated space for drop-in hours, on-site classes, cross-agency referrals, and one-on-one appointments.

It is important to note that the tables below present data as shared by JobTrain and Renaissance Entrepreneurship Center; therefore, there may be inconsistencies in how some information is presented (e.g., “Latino/Hispanic” vs. “Hispanic or Latino”). Additionally, Tables 1 and 3 report the total number of clients served by JobTrain and Renaissance, based on demographic files prepared by each site. Note that subsequent tables might have a different “N” (sample size of clients) due to missing data.

## Clients Served

JobTrain’s key services include: resume development, interview practice, job placement services, career exploration, job readiness workshops, supportive services, and onsite technology access. Table 1 summarizes the total number of clients served by service category at each site.

**Table 1: JobTrain Clients Served**

	JobTrain Clients Served		
	EAC-SSF (7/1/21-4/30/25)	EEC-NFO (7/10/23-4/30/25)	OCC (1/1/24-4/30/25)
<b>TOTAL Clients Served</b> (client list: Intake Center)	<b>1775 clients</b>	<b>612 clients</b>	<b>203 clients</b>
<b>Services Received</b> (subset of TOTAL clients served) (job readiness service list)	<b>1684 clients</b> received <b>job readiness services.</b> On average, clients received 5.9 job readiness services per person (range = 1-91)	<b>521 clients</b> received <b>job readiness services.</b> On average, clients received 5.6 job readiness services per person (range = 1-27)	<b>216 people</b> received <b>job readiness services.</b> <sup>38</sup> On average, clients received 4 job readiness services per person (range = 1-21)
<b>Resume complete</b> (subset of clients in Services Received above) (indicates if client is active job seeker ready for hire)	<b>857 clients</b>	<b>329 clients</b>	<b>50 clients</b>

See below for JobTrain’s menu of job readiness services, which are organized into three phases. Additionally, JobTrain connects clients with a range of supportive services to meet their basic needs and promote their ability to work towards career goals.

<sup>38</sup> 216 is the number of people who received job readiness services in Half Moon Bay (“Service Created Center”), based on Client ID. Above, 203 refers to the number of unique clients who *completed their intake* at Half Moon Bay.

**Table 2: JobTrain Job Readiness Services<sup>39</sup>**

JobTrain: Job Readiness Services by Phase			
Phase 1	Phase 2	Phase 3	Supportive Services
1. First Contact 2. Intake Assessment 3. JobTrain Edge 4. Career Coaching	5. Resume Complete 6. Cover Letter 7. Job Search 8. Mock Interview 9. JobTrain Edge 10. Internal Upskill 11. Career Training Referral 12. External Upskill	13. Placement Support	✓ Food ✓ Housing ✓ Medical ✓ Mental Health ✓ Clothing ✓ Transportation ✓ Other

On the following page, Table 3 describes the total number of Renaissance clients who were served overall, in addition to the number of clients who accessed training and consultation services.

**Training:** Renaissance’s training program includes intensive training classes, such as Start Smart and Business Prep, in addition to skill-building workshops on topics such as marketing, finance, food business compliance, business plan development, tax preparation, QuickBooks, and early-stage childcare enterprise development.

**Consulting:** Renaissance clients can access customized 1:1 consulting sessions to receive guidance on a range of topics, such as: business models, registering for permits, branding, digital marketing, time management, setting growth strategies, finance and access to capital. Clients leverage these individualized sessions to deepen their learning and apply knowledge from group settings to their specific business goals.<sup>40</sup>

<sup>39</sup> Source: Job Readiness Service Definitions. Revised 7/3/23.

<sup>40</sup> Q3 Coastside Renaissance Report April-June 2025

**Table 3: Renaissance Entrepreneurship Center Clients Served**

Renaissance Entrepreneurship Center Clients Served			
	EAC-SSF (7/1/21-4/30/25)	EEC-NFO (7/10/23-4/30/25)	OCC (1/1/24-4/30/25)
<b>TOTAL Clients Served</b>	<b>416 clients</b>	<b>317 clients</b>	<b>142 clients</b>
Training Services Received	<b>347 clients</b> received an <b>average of 18hrs of training</b> (Range: 1-136 hrs)	<b>239 clients</b> received an <b>average of 18hrs of training</b> (Range: 1-89 hrs)	<b>135 clients</b> received an <b>average of 16hrs of training</b> (Range: 1-93 hrs)
Consultation Services Received	<b>235 clients</b> received an <b>average of 3.5 consultation sessions</b> (or 4.4 hrs of consultation) (Range = 1-28 sessions or 0.5-45 hrs)	<b>100 clients</b> received an <b>average of 2.2 consultation sessions</b> (or 3.6 hrs of consultation) (Range = 1-12 sessions or 0.25-29 hrs)	<b>40 clients</b> received an <b>average of 2.6 consultation sessions</b> (or 3.4 hrs of consultation) (Range = 1-17 sessions or 0.5-37 hrs)

## Client Demographics

This section summarizes client demographic information, as provided by JobTrain and Renaissance Entrepreneurship Center. Where applicable, comparisons are noted between the EACs’ client demographics and the South San Francisco, North Fair Oaks, and Half Moon Bay community demographics as a whole.

### Gender

As shown below (Table 4), JobTrain clients are roughly split between male and female (with a relatively greater percentage of males at OCC, compared to EAC-SSF and EEC-NFO). However, Renaissance Entrepreneurship Center clients predominantly identify as female – at all three sites, at least 70% of clients are female, which Renaissance Center leadership shared is common across all of the sites they operate within.

**Table 4: EAC Clients’ Gender**

	EAC-SSF		EEC-NFO		OCC	
	JobTrain (n=1526)	Ren Center (n=405)	JobTrain (n=587)	Ren Center (n=308)	JobTrain (n=192)	Ren Center (n=138)
Female	<b>50%</b>	<b>74%</b>	<b>51%</b>	<b>73%</b>	44%	<b>70%</b>
Male	46%	25%	48%	26%	<b>56%</b>	28%

**Table 4: EAC Clients' Gender**

	EAC-SSF		EEC-NFO		OCC	
	JobTrain (n=1526)	Ren Center (n=405)	JobTrain (n=587)	Ren Center (n=308)	JobTrain (n=192)	Ren Center (n=138)
Transgender	–	0%	–	0%	–	1%
Decline to Answer (JT); Prefer Not to Say (REC)	3%	0%	0%	0%	0%	1%
Gender Non-Binary	0%	–	0%	–	0%	–
Queer	–	0%	–	0%	–	0%
Other	–	0%	–	0%	–	0%
<b># MISSING:</b>	249	11	25	9	11	4

### Race and Ethnicity

Across all three JobTrain sites, the vast majority of clients describe their ethnicity as “Hispanic or Latino,” as shown in Table 5 below. Compared to other sites, JobTrain at EAC-SSF had a relatively greater proportion of Asian participants (10%), while OCC had a relatively greater proportion of white (non-Hispanic) participants (12%).

Within all three EAC sites, there is a much larger portion of Hispanic or Latino EAC clients. For example, EAC-SSF reports 76% of clients are Hispanic or Latino (vs. 33% of South San Francisco); EEC-NFO reports 91% of clients are Hispanic or Latino (vs. 70% of North Fair Oaks); and OCC reports 85% Hispanic or Latino (compared to 30% Half Moon Bay).<sup>41</sup> (Note that JobTrain collects a single variable for race/ethnicity (see Table 5 below), while Renaissance reported race [Table 6] and ethnicity [Table 7] separately).

<sup>41</sup> Demographic data for SSF, NFO, and HMB is drawn from 2020 Census data.

**Table 5: JobTrain Clients' Ethnicity**

<b>JobTrain Clients' Ethnicity</b>			
	<b>EAC-SSF</b> (n=1591)	<b>EEC-NFO</b> (n=590)	<b>OCC</b> (n=196)
Hispanic or Latino	<b>76%</b>	<b>91%</b>	<b>85%</b>
Asian	10%	1%	1%
White (non-Hispanic)	8%	4%	12%
Black - African-American	3%	1%	1%
Middle Eastern or North African	1%	1%	0%
Multi-Racial	1%	1%	0%
Pacific Islander	1%	1%	0%
Decline to Answer	0%	0%	1%
American Indian/Alaskan Native	0%	0%	0%
<b># MISSING:</b>	184	22	7

As shown in Table 6 below, Renaissance Entrepreneurship Center clients most commonly report their race as “Other.” The majority of clients who report their race as “Other” also report their ethnicity as Latino/Hispanic. (Renaissance clients’ ethnicity is reported in Table 7.)

As shown below, all three Renaissance EAC sites report 11% Black or African American clients, which is much higher than the Black or African American population reported by JobTrain sites (between 1-3%, see Table 5 above).

**Table 6: Renaissance Entrepreneurship Center Clients' Race**

Renaissance Entrepreneurship Center Clients' Race			
	EAC-SSF (n=398)	EEC-NFO (n=293)	OCC (n=120)
Other	49%	61%	50%
White	20%	16%	23%
Asian	13%	8%	5%
Black or African American	11%	11%	11%
Multiracial	3%	1%	4%
Native American or Alaska Native	2%	1%	2%
Native Hawaiian / Other Pacific Islander	1%	0%	1%
Middle Eastern	1%	0%	0%
Prefer Not to Say	1%	2%	4%
Prefer to Self-Describe	0%	0%	1%
<b># MISSING:</b>	18	24	22

**NOTES:**

- The original question was "check-all-that-apply." Data for participants who selected more than 2 races was recoded as "multiracial."
- The vast majority (97%) of clients who described their race as "Other" also reported their ethnicity as "Latino/Hispanic."

At all three sites, the majority of Renaissance clients identify as Latino/Hispanic (see Table 7 below). Among all Renaissance clients who identify their ethnicity as "Latino/Hispanic," the vast majority identify their race as "Other" (79%), followed by white (14%), Native American or Alaska Native (2%), Black or African American (1%), Multiracial (1%), and "Prefer not to say" (1%).

As shown in Table 7 below, EEC-NFO has a relatively higher percentage of clients who identify as Latino/Hispanic than the other two sites. Over three-quarters (76%) of EEC-NFO clients identify as Latino/Hispanic, compared to 60% of EAC-SSF clients and 68% of OCC clients.

**Table 7: Renaissance Entrepreneurship Center Clients' Ethnicity**

Renaissance Entrepreneurship Center Clients' Ethnicity			
	EAC-SSF (n=403)	EEC-NFO (n=293)	OCC (n=138)
Latino/Hispanic - "Yes"	60%	76%	68%
Latino/Hispanic - "No"	39%	24%	30%
Prefer Not to Say	0%	0%	1%
# MISSING:	13	24	4

**Age**

Table 8 below shows EAC clients' average, minimum, and maximum age. It appears that OCC clients may be somewhat younger than clients at the EEC-NFO and EAC-SSF.

At the EAC-SSF and OCC, clients' median ages (listed in Table 8 below) are somewhat comparable to the median ages in their larger communities: 42 years old in South San Francisco and 47 years old in Half Moon Bay (OCC). However, clients' median age at the EEC-NFO is higher than the median age in North Fair Oaks (33 years old).

**Table 8: EAC Clients' Age**

	EAC-SSF		EEC-NFO		OCC	
	JobTrain (n=1567)	Ren Center (n=384)	JobTrain (n=566)	Ren Center (n=294)	JobTrain (n=171)	Ren Center (n=133)
Average Age	41	46	41	46	38	42
Minimum Age	17	20	18	20	15	18
Maximum Age	86	79	83	81	78	76
# MISSING:	208	32	46	23	32	9

**Highest Level of Education Completed**

Table 9 below describes JobTrain clients' highest level of education completed. The majority of clients at all three sites have a high school education or less. When comparing community-level trends to JobTrain's client demographics, it becomes clear that JobTrain explicitly focuses on supporting community members with limited formal education and high employment barriers.

**Table 9: JobTrain Clients' Highest Level of Education Completed**

<b>JobTrain Clients' Highest Level of Education Completed</b>			
	<b>EAC-SSF</b> (n=1208)	<b>EEC-NFO</b> (n=399)	<b>OCC</b> (n=134)
Less than a high school degree or HSE	24%	19%	<b>41%</b>
High School or HSE	<b>38%</b>	<b>51%</b>	31%
Some college or tech school	17%	13%	11%
Two-year degree (Associates)	6%	5%	5%
Four-year degree (Bachelors)	12%	8%	8%
Graduate degree	3%	5%	4%
PhD	0%	0%	0%
<b># MISSING:</b>	567	213	69

**Income Level**

Table 10 (on the following page) summarizes' Renaissance clients' U.S. Department of Housing and Urban Development (HUD) income level at intake. These income limits are relevant because they often determine eligibility for affordable housing programs for residents who meet other eligibility criteria. As shown below, the vast majority of EAC clients live below 50% of the AMI in their local communities.

For reference, a living wage for two adults and two children in San Mateo County is \$46.95/hr, according to MIT's 2025 living wage calculator. This calculates to \$97,656 per year (assuming the standard full-time equivalent of 2,080 working hours per year).

**Table 10: Renaissance Entrepreneurship Center Clients' HUD Income Level**

<b>Renaissance Entrepreneurship Center Clients' HUD Income Level</b>			
<b>HUD Income Band</b> <i>[How HUD Income Band Would be Defined in San Mateo County in 2024 for a Family of 4]</i>	<b>EAC-SSF</b> (n=362)	<b>EEC-NFO</b> (n=284)	<b>OCC</b> (n=134)
<b>Extremely Low</b> <i>[30% of AMI - \$58,750]</i>	<b>47%</b>	<b>57%</b>	<b>57%</b>

**Table 10: Renaissance Entrepreneurship Center Clients' HUD Income Level**

Renaissance Entrepreneurship Center Clients' HUD Income Level			
HUD Income Band <i>[How HUD Income Band Would be Defined in San Mateo County in 2024 for a Family of 4]</i>	EAC-SSF (n=362)	EEC-NFO (n=284)	OCC (n=134)
<b>Very Low</b> <i>[50% of AMI - \$97,900]</i>	23%	25%	16%
<b>Low</b> <i>[80% AMI - \$156,650]</i>	12%	11%	15%
<b>Median</b> <i>[AMI - \$186,600]</i>	7%	3%	6%
<b>Moderate</b> <i>[120% AMI - \$223,900]</i>	2%	0%	1%
<b>Above Moderate</b>	8%	5%	5%
<b># MISSING:</b>	54	33	8

**English Proficiency**

As shown below, the majority of clients have limited English proficiency across all three JobTrain sites. According to 2023 American Community Survey data for San Mateo County overall, 17% of residents are Limited English Proficient (LEP).<sup>42</sup> While English proficiency data was not available at the community level (SSF, NFO, and Half Moon Bay), it appears that JobTrain clients have much higher rates of limited English proficiency than their surrounding community populations.

**Table 11: JobTrain Clients' English Proficiency**

JobTrain Clients' English Proficiency			
	EAC-SSF (n=1283)	EEC-NFO (n=558)	OCC (n=152)
Limited English proficiency	65%	65%	58%
Does NOT have limited English proficiency	35%	35%	42%
<b># MISSING:</b>	492	54	51

Table 12 below describes the prevalence of monolingual Spanish speakers at each Renaissance site. However, it is important to note that the number of clients with missing data is high. Also

<sup>42</sup> <https://www.smcgov.org/ceo/san-mateo-county-demographics-0>

note that this table does not include Spanish-speaking clients who can speak and understand English, but prefer to receive services in Spanish.

**Table 12: Renaissance Entrepreneurship Center Monolingual Spanish Speakers**

<b>Renaissance Entrepreneurship Center: Monolingual Spanish Speakers</b>			
	<b>EAC-SSF (n=224)</b>	<b>EEC-NFO (n=193)</b>	<b>OCC (n=107)</b>
Yes (Monolingual Spanish speaker)	24%	43%	49%
No	<b>76%</b>	<b>57%</b>	<b>51%</b>
<b># MISSING:</b>	192	124	35

A significant number of EAC clients (particularly those with language barriers) are immigrants. In addition to language barriers, immigrant clients often face increased employment barriers due to language, cultural, educational, and/or legal barriers. EACs do not formally collect information on clients' immigration status.

### **About JobTrain Clients' Employment Status**

As shown in Table 13 below, the majority of clients were unemployed at intake across all three sites, compared to just a [3% unemployment rate in San Mateo County overall in April 2025](#), reinforcing that the EACs are serving folks in need of their programming.

**Table 13: JobTrain Clients' Employment Status at Intake**

<b>JobTrain Clients' Employment Status at Intake</b>			
	<b>EAC-SSF (n=888)</b>	<b>EEC-NFO (n=532)</b>	<b>OCC (n=111)</b>
Unemployed	<b>66%</b>	<b>68%</b>	<b>59%</b>
Employed Full-Time	10%	8%	16%
Ineligible to Work	8%	0%	0%
Part-Time (20 hrs/week or more)	8%	11%	11%
Part-Time (less than 20 hrs/week)	5%	10%	11%
Not in Labor Force	2%	0%	2%
Never Employed	1%	1%	1%

**Table 13: JobTrain Clients' Employment Status at Intake**

<b>JobTrain Clients' Employment Status at Intake</b>			
	<b>EAC-SSF</b> (n=888)	<b>EEC-NFO</b> (n=532)	<b>OCC</b> (n=111)
Seasonal	1%	1%	1%
Employed (from ONE)	0%	0%	0%
Retired	0%	1%	0%
Self-Employed	0%	0%	0%
<b># MISSING:</b>	887	80	92

See below for JobTrain clients' most recent hourly wage (Table 14). Note that a significant portion of clients' most recent hourly wage is missing (86% of EAC-SSF and 92% of OCC clients are missing hourly wage data, compared to 44% of EEC-NFO clients).

**Table 14: JobTrain Clients' Most Recent Hourly Wage**

<b>JobTrain Clients' Most Recent Hourly Wage</b>			
	<b>EAC-SSF</b> (n=246)	<b>EEC-NFO</b> (n=340)	<b>OCC</b> (n=16)
Average Hourly Wage	<b>\$22.17</b>	<b>\$21.56</b>	<b>\$23.76</b>
Median Hourly Wage	<b>\$20.00</b>	<b>\$20.00</b>	<b>\$20.50</b>
Minimum Hourly Wage	\$4	\$8	\$17
Maximum Hourly Wage	\$75	\$130	\$42.69
<b># MISSING:</b>	1529	272	187

During intake, JobTrain requested clients' current or most recent job title. EEC-NFO was much more likely than the other two sites to record clients' current or most recent job title: at EEC-NFO, 67% of clients (409 of 612) have their current or most recent job title listed, compared to 22% of clients at OCC and 14% of EAC-SSF clients. Overall, clients' current or most recent job title is missing for 73% of clients (1883 of 2590 clients). Among clients who reported their current or most recent job titles, clients have worked in a wide range of sectors, such as: facilities and cleaning, food service, childcare and caregiving, retail and sales, transportation, healthcare, and construction.

**About Renaissance Entrepreneurship Center Clients' Businesses**

Table 15 below shows Renaissance clients' business status at intake. Clients are more likely to join Renaissance in the "idea" phase ("I have ideas and want to start one") at the OCC site, compared to EAC-SSF and EEC-NFO. EAC-SSF has the highest percentage of clients who already own a business and want to grow it, perhaps because the SSF site has been in operation longer than the other two sites.

**Table 15: Renaissance Clients' Business Status**

<b>Renaissance Entrepreneurship Center Clients' Business Status</b>			
	<b>EAC-SSF (n=375)</b>	<b>EEC-NFO (n=279)</b>	<b>OCC (n=140)</b>
I already own a business and want to grow it	<b>37%</b>	32%	18%
I have ideas and want to start one	30%	<b>34%</b>	<b>49%</b>
I have taken concrete steps and am committed to starting one	20%	17%	18%
I already own a business and want help sustaining it	11%	14%	11%
I already own a business and I'm here to start another business	2%	0%	1%
I do not intend to start or own a business	0%	2%	3%
<b># MISSING:</b>	41	38	2

Table 16 shows clients' business stage at intake. Compared to other sites, EAC-SSF is more likely to serve clients with existing/ongoing businesses (48%) in this community with a relatively more diverse economy, while OCC is most likely to serve clients whose business is "pre-startup" in this community with a relatively narrower economy (64%).

**Table 16: Renaissance Center Clients' Business Stage**

<b>Renaissance Entrepreneurship Center Clients' Business Stage</b>			
	<b>EAC-SSF</b> (n=257)	<b>EEC-NFO</b> (n=182)	<b>OCC</b> (n=72)
Pre-startup	39%	<b>47%</b>	<b>64%</b>
Existing/Ongoing	<b>48%</b>	37%	25%
Startup	13%	15%	11%
Closed Temporarily	0%	1%	0%
<b># MISSING:</b>	159	135	70

Renaissance entrepreneurs operate businesses in a wide range of industries, such as food services, beauty, cleaning and maintenance, childcare, and professional services. Within Renaissance’s dataset, approximately one-third of businesses have been assigned a North American Industry Classification System (NAICS) code (286 of 875 listed businesses, or 33%). Among these businesses (n=286), the most frequently reported NAICS codes are:

- Other Services (23%)
- Retail Trade (15%)
- Educational Services (14%)
- Accommodation and Food Services (12%)
- Health Care and Social Assistance (7%)

## Community Engagement and Outreach

EAC providers continually engage in a wide range of community engagement and outreach to make sure that potential clients and employer partners are aware of and can access their services. Within this section, Head and Heart summarizes a small selection of the outreach and engagement activities that EACs have engaged in.

### *Partnerships with Employers to Build Workforce Pipelines*

JobTrain seeks to build workforce pipelines for clients by engaging with potential employers. For example, JobTrain staff connected chip manufacturers to certified graduates from their advanced manufacturing training program.<sup>43</sup> Staff also organize Employer Spotlight Events, where a particular employer (e.g., Cintas, AbilityPath, Stangenes Manufacturing) is showcased and all Employment Specialists attend, in order to enhance staff's ability to place job seekers in suitable positions.<sup>44</sup> Additionally, JobTrain has organized client field trips to potential employers and led interview practice workshops in collaboration with partners such as Meta Community Hub.<sup>45</sup>

“Through ongoing networking and outreach efforts, [JobTrain Employment Specialists] are building strong relationships with job seekers in South San Francisco and establishing meaningful connections within the broader business community.”

– **JobTrain April 2025 Progress Update**

### *Career Fairs*

JobTrain leads various career fairs throughout the County to help connect community members to employment opportunities. These career fairs often include employers ready to interview and/or hire onsite.<sup>46</sup>

### *Community Outreach Events*

The EACs also lead extensive networking and outreach events to make more potential clients aware of their services. Multiple EAC partners<sup>47</sup> described engaging with community members, such as:

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<sup>43</sup> JobTrain Progress Report - May 2025

<sup>44</sup> Q4 FY25 North Fair Oaks Career Center Quarterly Performance

<sup>45</sup> Q4 FY25 North Fair Oaks Career Center Quarterly Performance

<sup>46</sup> JobTrain Progress Report - May 2025

<sup>47</sup> Sources: JobTrain April 2025 Progress Update, CSVS Q2 2025 Progress Report

- Local elected officials, including City Council members and San Mateo County Board of Supervisors
- Youth, including high school students (e.g., Jefferson Union High School District) and members of Boys & Girls Clubs
- Adult schools (e.g., Sequoia Adult School)
- Colleges, such as College of San Mateo and Skyline College
- Attendees at large community cultural events, such as SSF Lunar New Year Night Market, NFO Festival Del Niño y la Niña, a Cinco de Mayo parade, Arab American Heritage Month celebrations, and a Día de Guadalupe Event at St. Anthony's Catholic Church
- Community spaces, such as the Half Moon Bay public library, grocery stores, and food distribution centers



*OCC Fair in May 2025*

Additionally, Coastside Venture Studio led multiple outreach events with subject matter experts, startups, industry leaders, business incubators, and investors.<sup>48</sup>

To expand and deepen their impact, JobTrain also engages with diverse partner organizations with expertise in a range of areas, such as:

- Life skills training for intellectually disabled adults
- Digital equity and accessibility
- Banking – Tri Counties bank has spoken with EAC participants about topics such as banking tools, loan readiness, and small business empowerment<sup>49</sup>

EACs also lead ongoing marketing activities, such as tabling, distributing flyers, and hosting events, as part of their lasting commitment to building partnerships and increasing community engagement.

<sup>48</sup> CSVS Q2 2025 Progress Report

<sup>49</sup> Q3 Coastside Renaissance Report April-June 2025

### **Accessible Facilities for the Community**

Coastside Chamber makes their rooms (including a meeting room, tech room, and classroom) available to local businesses, groups, and nonprofits. Staff report that word is spreading in the community about the facility offerings – the Chamber has received increased inquiries to use the space.<sup>50</sup>

“More than 75 people for various reasons have toured the Tech studio and have all been very complimentary on the setup and the professional quality of the equipment.”

– *Coastside Chamber Q2 2025 report*

### **Opportunities for Entrepreneurs to Increase their Visibility**

In collaboration with JobTrain and the Coastside Chamber, Renaissance co-hosted the Coastside Community Fair, which brought together over 80 attendees, five resource partners, and five employers. Two Renaissance entrepreneurs showcased their products.

In May 2025, the Mama Bonita Marketplace featured eight Renaissance businesses. The event was designed to give the community a space to shop for meaningful gifts ahead of Mother’s Day while supporting local entrepreneurs. Vendors offered a beautiful variety of products, including hair accessories, candles, flowers, personalized cups, and other handcrafted gifts. In preparation for the event, all participating vendors received marketing, pop-up, and sales training, which helped them build confidence, refine their displays, and improve their customer engagement.<sup>51</sup>

“Cuando hay ferias, ellos agarran a toda la gente que se graduó y los ponen ahí en la feria ya a presentar su negocio. Está muy lindo.”

...

#### **Translation:**

“When there are fairs, they reach out to the graduates and put them there to present their businesses. It's really nice.”

– *Renaissance Client*

### **Digital Engagement**

EACs practice the digital engagement and social media marketing techniques which they teach their clients. For example, the Coastside Chamber promotes all classes, events, and services through various channels. In Q2 2025, they reported, “We are currently rebranding the Coastside365 social channels and website to Coastside411 to better connect with locals.”<sup>52</sup>

<sup>50</sup> Coastside Chamber Q2 2025 Progress Report

<sup>51</sup> SOUTH SMC-NFO\_ APR-JUNE, 2025

<sup>52</sup> Coastside Chamber Q2 2025 Progress Report

### *Clients as Ambassadors for EAC Programming*

In addition to the robust outreach efforts by EAC staff, EAC clients are spreading the word about EACs' services. Multiple Renaissance clients reported during interviews that: 1) they learned about the program from other participants, and 2) they continue to pay it forward by spreading the word and recommending classes to small business owners who could benefit from Renaissance services.

See below for a satisfied Renaissance client sharing how she spreads the word to fellow business owners in her community:

"Es genial. Todo el que me encuentro que tiene el negocio pequeño le digo hey, ¿Tú ya conoces Renaissance? ... Bueno, ahí te enseñan de tu negocio... ya mejor si tus habilidades... Han llegado gente que hacen pasteles de su casa. Uno de ellos ya abrió la pastelería.... O la mujer de raspado de la esquina de la iglesia católica ahí en South San Francisco, que está ahí vendiendo su mangonada y le digo tú eres negocio pequeño, tú eres de buscar ayuda. Aquí en esta ciudad hay ayuda para nosotros. Y así lo voy invocando a Renaissance porque la verdad es que sí es un lugar que le ayuda mucho a la ciudad."

...

**Translation:**

"It's great. Everyone I meet who has a small business, I say, "Hey, have you heard about Renaissance? Well, they teach you about your business... it's better if you can master your skills." ... People have come here who make cakes from their homes. One of them even opened a bakery .... Or the woman who sells shaved ice on the corner of the Catholic church in South San Francisco, who's there selling her mangonada (frozen dessert), and I tell her, 'You're a small business, you should look for help. There's help for us here in this city.' And so I keep invoking Renaissance because the truth is, it's a place that helps the city a lot."

**– Renaissance Client**

## What is Working Well and Facilitators of Success

**The EACs fill systems-level gaps in that they provide community members with a comprehensive and coordinated range of services to support economic advancement.** Community leaders universally recognize the EACs as vital innovations that fill long standing service gaps in their respective communities. Furthermore, they offer integrated, community-specific, and culturally competent services not previously available. Prior to the establishment of the EACs, services were described as sparse, inconsistent, and often inaccessible – particularly for low-income, immigrant, and monolingual Spanish-speaking residents in addition to clients who live far from Redwood City (the County seat which has a greater concentration of social services than other areas of the County).

“The EAC really from the get-go filled significant gaps in our community... it delivered immediately.”

– *Community Leader*

“There really is nothing on the South Coast. People would take advantage of the Chamber of Commerce once in a while ... but no consistent services.”

– *Community Leader*

“The gap they [the three EACs] fill is being co-located, providing hot (not warm) handoffs directly to other community-based providers, operating with culturally competent staff, and providing a completely different type of support and environment that a City or the County of San Mateo can provide on its own.”

– *Local Workforce Development System Expert*

**Community leaders also praised ways in which the EACs uphold best practices for workforce and economic development.** Best practices reflected in the EACs’ model include: co-location with safety net services, in-person programming, community engagement, feedback loops, and alignment with broader policy and regulatory environments. In particular, interviewees uplift the following characteristics of the EACs:

- **“One-stop shop”:** The co-location of services with organizations that share a common purpose around economic mobility for community members most in need means people experience the EACs like a “one-stop shop.”
- **Linguistic and cultural responsiveness:** Bilingual staff hired from the local communities are often able to build trusting relationships with clients more easily than staff who are not culturally congruent with clients. **Emphasis on in-person**

“The benefit has been ... to have the opportunity to have the range of services we have access to for clients through our partnerships. It has been awesome to join forces and do something together. We all make sense together, help each other out, and also can be our own entities.”

– *Provider*

**services:** While clients appreciate a mix of virtual and in-person services (e.g., the ability to complete business training through Zoom), we heard that in-person services are particularly important, due to many clients' limited digital literacy and tech savviness.

- **Coordination across programs:** Communication and coordination across programs and services within each site makes for smooth operations. **Visibility for entrepreneurs:** EAC events create opportunities for entrepreneurs to sell their products and increase their visibility and engagement within their local communities.

**Furthermore, these EACs uniquely offer a wide range of comprehensive, walk-in supports that are largely not available elsewhere.** Multiple clients and community leaders affirmed the importance of centralized, walk-in access to a range of supports – including workforce training, small business advising, job placement, and wraparound services such as housing and legal support. As one community leader explained, “You lose people if they can’t get everything they need in one place.”

“The reason that the EAC was such an intriguing model is that it included everything from job seeking to business supports, which is extremely important – the whole picture!”

– **Community Leader**

**Clients particularly benefit from being able to access personalized, individual support from EAC staff.** Through the EACs, clients can access Employment Specialists (from JobTrain) and 1:1 consultation (through Renaissance) in order to navigate their own unique goals and challenges.

“Yo sé un montón de cosas nuevas que yo dije, ‘Wow, ¿Cuántos errores hubiera cometido si ellos no me hubieran orientado bien?’ Además, las profesoras son accesibles y todas las preguntas que tú haces ahí ... si en el momento no te la contestan, en privado, te la contestan. Eso es muy importante. Y otra cosa es [que] te dan atención personal porque como un grupo que tal vez sean de de 18 a 20 personas, entonces les permite hacer citas para atenderte individualmente en dónde está tu problema para no sufrir, [para] mejorar en tu negocio.”

**Translation:** “I know a lot of new things, and I said, ‘Wow, how many mistakes would I have made if they hadn't guided me properly?’ Plus, the teachers are accessible, and if they don't answer any questions you ask at the moment, then they answer them privately [later]. That's very important. And another thing is that they give you personal attention because, as a group of maybe 18 to 20 people, it allows them to schedule appointments to see you individually, focusing on where your problem lies, so you don't suffer, so you can improve your business.”

– **Renaissance Client**

**Trust is key.** The EACs successfully build trust with clients by offering culturally and linguistically responsive services for immigrant communities.

Multiple clients and community leaders emphasized the importance of culturally and linguistically responsive services. In particular, multiple clients voiced appreciation for Spanish-language classes – and this appreciation was not limited to monolingual Spanish speakers as some clients who fluidly joined interviews or focus groups in English expressed that they prefer to receive EACs’ training content in Spanish. See the client quote below:

“It is very important that people can go to the Center in their community, see people like themselves, and get multiple services in one location.”

– **Community Leader**

“The good thing for us, it was like they have classes in Spanish and in English. And that was very interesting, because it was a little hard for us to understand in the English. So it was very good that they have classes in Spanish so we can understand much better the terms we are, small business owner, like I said before.”

– **Renaissance Client**

**The EACs have done an excellent job in serving community members who are most vulnerable due to historic marginalization, and thus most are in need of economic advancement.** This means that clients require a high-level of investment of staff support and a diverse array of services and programmatic interventions. Many clients face intersecting barriers and injustices which can prevent them from accessing employment. As described in the spotlight below, JobTrain staff helped a client who experienced multiple barriers (such as homelessness and incarceration) to secure a job placement.

#### **JobTrain Client Spotlight: Mr. R from North Fair Oaks<sup>53</sup>**

“Mr. R came to us through a referral by Mrs. Lisa Moody. He has gone through a lot in the past couple of years. He is a formerly incarcerated individual who has experienced homelessness and gone through the lengthy and tedious expungement process. He struggled to find a job for over eight months after finishing a warehouse apprenticeship program in early 2023. Even with the help of a case manager, he found today’s job market daunting, and as a person who is older and not very tech-savvy, he found it hard to stay on top of communication involving job leads and applications. We met two times that week and created a new email for job searching and communications. We landed him a good-paying job at UPS that he was happy with within that same week. Allen is very happy to be working at UPS. He has been approached with the opportunity to eventually be full-time and receive benefits and is even excited to join the union when he has the chance.”

<sup>53</sup> Q4 FY25 North Fair Oaks Career Center Quarterly Performance

**The EACs respond to structural inequities by seeking to create opportunities for clients to not only generate income, but to increase their own sense of power, agency, and belonging and create assets for future generations.** EACs emphasize the importance of choice, community-rooted wealth-building models, and long-term sustainability. For example, Renaissance’s Legacy Builders Initiative in SSF is empowering a new wave of entrepreneurs with the skills and knowledge needed to grow their businesses and build sustainable legacies for themselves, their families, and communities. This cohort-based program offers a comprehensive curriculum designed to support diverse business needs and help local entrepreneurs thrive in an ever-changing economic landscape.<sup>54</sup> Participants have gained practical skills, such as integrating AI tools into their operations, strengthening their financial literacy, navigating government contracting opportunities, and identifying new markets. Additionally, Legacy Builders participants have access to consulting sessions to dive deeper into business-specific challenges, such as pricing strategies, brand development, and funding readiness.<sup>55</sup>

“Getting households and residents to be in the position of developing generational wealth... beyond traditional workforce development.”  
– **Funder**

“Gané mejor porque es la satisfacción que sientes de que es algo tuyo. Al final del día, [si] trabajaste igual cuando se le trabaja [para] otro jefe ... pero es tuyo. Es tu resultado. Son tus ideas, son tus habilidades, las que se desarrollaron ahí. Y esa es la satisfacción más grande que uno puede tener. Cuando tiene un negocio y tiene una pasión por un negocio.”

**Translation:**

“I earned more because it's the satisfaction you feel knowing it's yours. At the end of the day, you worked the same way when you work for another boss... but it's yours. It's your result. It's your ideas, it's your skills, the ones you developed there. And that's the greatest satisfaction you can have. When you have a business and you have a passion for it.”

– **Renaissance Client**

**Clients expressed gratitude for how “low barrier” and accessible EAC services are.** Examples of a “low barrier” client experience include:

- Clients are able to talk to someone right away (with no appointment required).
- The intake process is fast.
- Clients can receive a Chromebook (if needed) to access virtual classes.
- Services are free of cost to clients.

<sup>54</sup> Q2 Renaissance NSMC Quarter Report Jan-Mar 2025

<sup>55</sup> Renaissance NSMC Quarter Reporting - Apr-Jun FY 24-25

- Staff check in with clients frequently (e.g., through phone calls and messages) to share updates, such as new training offerings.
- The EACs are welcoming to multiple generations – one client described how the benefit of working with older and younger generations goes “hand in hand,” offering experience and inspiration.

“Tienen mucha comunicación con nosotros. Tienen un grupo de WhatsApp e incluso te hacen llamadas. Es realmente fácil [acceder a las clases].”

**Translation:**

*“They communicate a lot with us. They have a WhatsApp group and even call you. It’s really easy [to access classes].”*

**– Renaissance Client**

Below, one client describes how valuable it was for JobTrain to remove financial barriers to her education:

“I’m a single mom, so school could be really expensive. I wasn’t looking to go to school right now at the moment, but finding out the programs that they offer and how they’re basically free, it helped me to go back. So I’m excited for that, [to do] something that I didn’t think I was going to do.”

**– JobTrain Client**

Below, two providers explain ways in which EACs prioritize accessibility by offering a drop-in model and having more flexible, lower-barrier-to-access eligibility criteria, compared to the Workforce Innovation and Opportunity Act (WIOA) model.

“Prior to our site in SSF, which is charged with serving North County communities, there were other services, but it was a drop-in model. Our course facilitators would drop into partner sites and offer courses. The libraries in Daly City, community centers, etc. We would do outreach at different events, but there wasn’t a place to just drop in any time and ask questions. There also isn’t the same intentional partnership with JobTrain – the referrals and relationship with JobTrain were not the same numbers as they are now in North County. It was still on the clients to find us. Now, it is like, come to the EAC, we will be there, whenever it works for you. We have never served the number of clients we are serving now in North County.”

**– Provider**

“It’s a great program and an excellent model. The use of funding to provide employment services to the community is very similar to the WIOA model, but they have criteria in a way that qualifies or disqualifies folks. This is more flexible. We say, ‘Come on in! We want to help you!’ We try to find what work they can do and where there are job openings that could meet their needs. The model is a good one. I worked under the WIOA contract for years and it was very restrictive, not allowing people to access services. JobTrain provides training at no cost and we can give supportive services to offset transportation costs, etc.”

– **Provider**

**Additionally, clients praised how caring and supportive EAC staff are** – they greatly appreciate the ways in which staff help participants to learn and take things “step by step” with patience. Clients described EAC staff as visible, well-known, and trusted among their local communities, which supports EACs’ ability to support and attract more clients.

“And I feel like they really care about you. You know, you’re not just like any other person. I feel like they really deeply care about everybody.”

– **JobTrain Client**

“[The teachers] were all so nice. And, you know, I’m not that kind of person that likes to talk... but they make you feel comfortable, and [it was a] really, really good class.”

– **Renaissance Client, Growing at Home class for childcare providers**

“JobTrain has encouraged me to work [as an older person]... to stop going out to pasture. I still have enough energy. I’m still lucid. I believe that I can go back to work for myself.”

– **JobTrain Client**

“Entonces encontraste una familia ... en Renaissance, sí encuentras la familia que necesitas para orientarte si quieres hacer un negocio.”

**Translation:**

“So you found a family... at Renaissance, you do find the family you need to guide you if you want to build a business.”

– **Renaissance Client**

Please see the Recommendations chapter for areas of opportunity for strengthening programming at the EACs.

# VI. CLIENT-LEVEL OUTCOMES EVALUATION FINDINGS

This chapter summarizes outcome-related findings for clients served by the EACs (primarily JobTrain and Renaissance Entrepreneurship Center). Clients included job seekers, small business owners, and entrepreneurs.

## Outcomes for Job Seekers

This section describes JobTrain clients' participation in job readiness services, increased job readiness skills, and job placements.

### Participation in Job Readiness Services

Table 18 summarizes JobTrain clients' participation in job readiness services. The sample size ("n") in the first row of the table refers to the number of unique clients (by "Service Created Center") who received any job readiness services at all. The first row, "resume complete," indicates whether clients have completed a resume and are considered active job seekers ready for hire. The following rows list the number of unique clients (by "service created center") who received the job readiness service listed in the first column, such as "external upskill."

**Table 18: JobTrain Clients' Participation in Job Readiness Services**

JobTrain: Job Readiness Service Participation Count			
	EAC-SSF (n=1684)	EEC-NFO (n=521)	OCC (n=215)
<b>Resume Complete (indicates if client is active job seeker ready for hire)</b>	<b>857</b> (51% of clients who participated in any job readiness services)	<b>329</b> (63% of clients who participated in any job readiness services)	<b>50</b> (23% of clients who participated in any job readiness services)
Job Search	740	304	92
Career Coaching	609	388	90
Internal Upskill	252	116	31
External Upskill	118	12	5
Placement Support	116	25	4
Career Training Referral	86	20	14
Mock Interview	62	45	4
Cover Letter	59	25	17

## Job Readiness Skills

During focus groups, clients shared deep appreciation for ways that JobTrain helped them gain skills and connections to gain employment. Below are key skills that focus group participants said they learned through JobTrain:

- Learning to be proactive and communicate during job searches
- Interview preparation (e.g., learning to “structure my answers better” instead of rambling)
- Resume development
- Computer and technology training
- Job-specific training, such as advanced manufacturing, building maintenance, and medical assisting
- Support with cover letters and reference

“I worked very closely with [JobTrain staff] – she was wonderful, helped me prep for interviews and know what to say and what not to say. We have to be proactive, we have to be one on one, we need to reach out – we need to be there.”

– **JobTrain Client**

Additionally, JobTrain supported clients to:

- Transition to another field due to market changes or temporary disability
- Access unemployment benefits
- Access practical support, like non-slip shoes, Clipper cards, gift cards, or a used bike for transportation to work
- Prepare for opportunities to acquire certifications

“I would not have been able to get my unemployment benefits without the assistance of [JobTrain staff]. I was floored by the wonderful support I got from both of them. It was very difficult to do online.”

– **JobTrain Client**

See below for a client’s testimonial about how finding a job has helped her increase her happiness and self-esteem:

“Estoy muy contenta porque me siento que estoy haciendo algo útil.... La verdad, me han ayudado mucho. Pues, finalmente encontré trabajo gracias al nuevo currículum que me ayudaron a hacer.... Se los agradezco mucho porque me salvaron mi forma de ser porque yo sentía que no servía para nada, que nunca iba a encontrar trabajo. Ahora siento bien importante que puedo hacer cualquier cosa.”

### Translation:

“I’m very happy because I feel like I’m doing something useful... Honestly, they’ve helped me a lot. Well, I finally found a job thanks to the new resume they helped me create... I’m so grateful to them because they saved my way of being, because I felt like I was useless, like I’d never find a job. Now I feel really important and can do anything.”

– **JobTrain Client**

During a focus group, a JobTrain participant shared his very positive experience in the Advanced Manufacturing course:

“I recently took the Advanced Manufacturing course at JobTrain, and that was a very positive experience, in my opinion. It was two weeks of intense training; we came here from 9:30AM every morning for two weeks, and went until 4PM. They provided us with computers, with breakfast, with lunch, and ... I got taught different skills in [different] ideas and topics. They even helped me with resume building. So it was a very comprehensive course.”

– *JobTrain Client*

This two-week Advanced Manufacturing workshop (offered in partnership with the Semi Foundation) allowed students to gain skills and training in the semi-conductor field for Fabricator, Technician, and Machinist jobs. JobTrain provided breakfast and lunch while students received a \$500 stipend upon completion.<sup>56</sup> See image below, which features 14 of the 17 participants from Spring 2025:



### **Job Placement**

Across all three JobTrain sites, clients received a total of 778 job placements. See below for the number of placements and number of clients by site (note that some clients received multiple placements at different points in time).

- **EAC-SSF: 533 job placements** among **452 EAC-SSF clients** who received placements
- **EEC-NFO: 185 job placements** among **159 EEC-NFO clients** who received placements
- **OCC: 60 job placements** among **52 OCC clients** who received placements

The following three tables show clients’ job placement hourly wage (typically around \$22/hr), their job placements’ average hours per week (typically around 35hrs/week), and job placement position type (the vast majority is “regular”). The sample sizes (“n’s”) in the three tables below

<sup>56</sup> JobTrain Progress Report - April 2025

refer to the *number of job placements*, not the number of individuals who received job placements.

**Table 19: JobTrain Clients' Job Placement Hourly Wage**

<b>JobTrain Clients' Job Placements: Hourly Wage</b>			
	<b>EAC-SSF</b> (n=530)	<b>EEC-NFO</b> (n=182)	<b>OCC</b> (n=55)
Average Hourly Wage	<b>\$22.73</b>	<b>\$21.84</b>	<b>\$21.92</b>
Median Hourly Wage	<b>\$21.25</b>	<b>\$20.13</b>	<b>\$20.00</b>
Minimum Hourly Wage	\$15	\$16	\$16
Maximum Hourly Wage	\$81.73	\$64	\$53.85

**Table 20: JobTrain Clients' Job Placement Average Hours Per Week**

<b>JobTrain Clients' Job Placements: Average Hours Per Week</b>			
	<b>EAC-SSF</b> (n=467)	<b>EEC-NFO</b> (n=181)	<b>OCC</b> (n=57)
Average Hours Per Week	<b>36.2</b>	<b>34.4</b>	<b>35.1</b>
Minimum Hours Per Week	7	6	15
Maximum Hours Per Week	45	80	48

**Table 21: JobTrain Clients' Job Placement Position Type**

<b>JobTrain Clients' Job Placements: Position Type</b>			
	<b>EAC-SSF</b> (n=469)	<b>EEC-NFO</b> (n=174)	<b>OCC</b> (n=58)
Regular	<b>90%</b>	<b>80%</b>	<b>93%</b>
Temporary	5%	16%	7%
Self-employed	4%	3%	0%
Internship	1%	0%	0%
Promotion	0%	1%	0%

In the quotes below, JobTrain clients describe positive changes they've experienced since finding a job:

***In Clients' Own Words:***

***What difference has JobTrain made in clients' lives by helping them find work?***

"Everything that I've accomplished is because of JobTrain.... [without them, I would] likely still be in the street. I wouldn't have found this amazing job here at [employer] as [executive sous chef]. Transportation, clothing, vouchers for food, even counseling. Just them being friendly... receiving me with open arms and asking how's my day going, how's my child, things like that. It's more than I could have asked for."

....

"JobTrain helped me find this job... and I'm making double. Hell yeah, it's greatly increased my salary, and I'm extremely thankful for that."

...

"Now, I'm working with the County. I have health insurance.... I have a steady job, a good salary, and I can provide to my family."

Additionally, below are JobTrain client spotlights on job placement successes of two clients.

**JobTrain Client Spotlight: Wallace from South San Francisco<sup>57</sup>**

"After being laid off from his job at a law firm and running out of his EDD benefits, Wallace found himself struggling to make ends meet, burdened by bills and growing credit card debt. In desperate need, he made a commitment to meet with Edmund Lee by making weekly appointments, receiving career coaching, and diligently following up with employers after submitting job applications. Wallace's perseverance paid off and just one month into his job search, Wallace landed a position as an office administrator at SFID Design Build, an interior design company."

**JobTrain Client Spotlight: Ms. M from North Fair Oaks<sup>58</sup>**

"Ms. M came to us initially interested in taking the IT class to further her earning potential. She had been working as a case manager at a housing Nonprofit in Palo Alto but was looking for something closer to home to work and help the members of her community. She also wanted more flexibility to return to her studies at San Jose State University. We helped her edit and update her resume and supplied her with the new skills and tips that would be helpful for her to continue her job search and for future use. When we sent her the case manager lead at our partners at El Concilio, she was excited and hopeful. She applied for a cover letter for a

<sup>57</sup> JobTrain Progress Report - April 2025

<sup>58</sup> Q4 FY25 North Fair Oaks Career Center Quarterly Performance

couple of different jobs. After several interviews, she received two offers, which she said had never happened before. Hence, she needed some placement support, so she sat with our team to go over her options and help her draft an acceptance email and a polite rejection email. She was ecstatic to start at El Concilio in early November and has hit the ground running! We have run into her in the community a couple of times at the local coffee shop, and when we have gone to drop off flyers and inform our partners of any new updates and workshops, she is still over the moon almost two months after starting. She loves that she gets to walk to work every morning and help her community. She also really enjoys the people she works with and their support.”

## Outcomes for Small Business Owners and Entrepreneurs

Renaissance Entrepreneurship Center provides a cornerstone for entrepreneurial activity, delivering essential resources to help business owners start, stabilize, and scale their enterprises. As San Mateo County communities navigate the lasting impacts of the pandemic, Renaissance seeks to promote equitable access to knowledge, networks, and opportunities that foster long-term financial resilience.<sup>59</sup>

The available quantitative data related to Renaissance’s outcomes is limited for multiple reasons. First, Head and Heart received minimal (and incomplete) information about Renaissance clients’ businesses’ finances and staffing. Renaissance administers quarterly surveys to clients asking about information such as gross revenue and staffing; however, clients’ quarterly survey response rates are low (around ~10%). Secondly, this formative evaluation happened early in the lifecycle of the EACs, and it can often take up to three years for small businesses to hit their stride. Thus, some of Renaissance’s potential impacts may not yet have occurred, particularly for clients served in the more recently opened EACs in North Fair Oaks (EEC-NFO) and Half Moon Bay (OCC).

The above notwithstanding, based on the data from client interviews and Renaissance’s quarterly reports, it is clear that Renaissance is contributing towards positive impacts for clients, their businesses, their families, and their larger communities. Through Renaissance, clients successfully gained access to myriad training and consulting services to strengthen their businesses.



*Renaissance Business Prep Class (SSF),  
Graduation 2024*

<sup>59</sup> Renaissance NSMC Quarter Reporting - Apr-Jun FY 24-25

Below is a selection of the types of training and workshops that they received:

- **Small business intensive training classes, such as:**
  - Start Smart
  - Business Prep
- **Skill-building workshops on topics, such as:**
  - Marketing (e.g. social networks, Canva, and digital marketing)
  - Business websites
  - Finance
  - Legal and regulations
  - “Soft” business skills
  - Business plan development
  - Starting a home kitchen business
  - Canva and graphic designPricing products and services
  - Building your business credit
  - Creating pop-up displays
  - Vision and mindset **Industry-specific workshop for childcare businesses**
- **Customized one-on-one consulting**
- **Access to capital, markets, and networking**

One of Renaissance’s signature programs is Start Smart/Comienza con Confianza, a four-week class which guides aspiring entrepreneurs through the foundational steps of launching a business. Participants define their vision, craft a clear mission statement, assess their skills and available resources, and develop a tailored business strategy. The program also includes practical exercises to test products and services, helping entrepreneurs validate their ideas and build a strong roadmap for success.<sup>60</sup> See below for a Client Spotlight about how one Renaissance participant is using these learnings to turn her cooking talents into a business.

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<sup>60</sup> Q2 Renaissance NSMC Quarter Report Jan-Mar 2025

### Renaissance Client Spotlight: Sandra Zeledón<sup>61</sup>

“Sandra Zeledón, a proud mother of three and keeper of her Nicaraguan household traditions, is embracing a new chapter as she turns her lifelong passion for cooking into a business. With her children now grown, Sandra feels ready to take on something that both challenges and enriches her life. After hearing about Renaissance from friends, she joined our orientation eager to learn. She quickly enrolled in Comienza con Confianza, our foundational Spanish-language course designed to help entrepreneurs bring their ideas to life through the Business Model Canvas. In this course, Sandra identified her target clients, value proposition, startup needs, and revenue streams, laying the groundwork for her future business.

Today, Sandra is continuing her journey alongside her two daughters in Plan de Negocios, our Spanish-language business planning course. Her daughters bring valuable experience from working in local restaurants, and together they make a passionate team committed to building a mission-driven business that enriches both their lives and their community.

Sandra’s vision is to add to North San Mateo County’s rich culinary landscape with food that tastes like home away from home, where the heart of Nicaragua comes through in every bite. More than a business, it is her way of honoring her culture, sharing her story, and creating a table where everyone is welcome.”

### Business Outcomes Reported by Clients in Quarterly Surveys

To learn more about clients’ outcomes, Renaissance administers quarterly surveys to clients about their business growth, profit/loss, and number of employees. Overall, the volume of quarterly responses is low; still, responses received indicate that entrepreneurs have benefitted from Renaissance services.

Table 22 below summarizes the number of clients who grew their business in any quarter (by site) and the number of unique clients who launched their business in any quarter.

**Table 22: Quarterly Survey Respondents’ Reported Business Growth and Business Launch**

Renaissance Entrepreneurship Center: Business Growth and Business Launch			
	EAC-SSF (n=34 unique respondents)	EEC-NFO (n=29 unique respondents)	OCC (n=11 unique respondents)
Number of unique clients who reported they <b>grew</b> their business (in any quarterly survey)	13	19	2

<sup>61</sup> Q2 Renaissance NSMC Quarter Report Jan-Mar 2025

**Table 22: Quarterly Survey Respondents' Reported Business Growth and Business Launch**

Renaissance Entrepreneurship Center: Business Growth and Business Launch			
	EAC-SSF (n=34 unique respondents)	EEC-NFO (n=29 unique respondents)	OCC (n=11 unique respondents)
Number of unique clients who reported they <b>launched</b> their business (in any quarterly survey)	9	3	5

Table 23 describes how many Renaissance clients 1) improved their pre-existing website and 2) launched a new website.

**Table 23: Quarterly Survey Respondents' Website Improvement and Website Launch**

Renaissance Entrepreneurship Center: Website Improvement and Website Launch			
	EAC-SSF (n=34 unique respondents)	EEC-NFO (n=29 unique respondents)	OCC (n=11 unique respondents)
Number of unique clients who reported they <b>improved</b> their pre-existing website (in any quarterly survey)	12	9	2
Number of unique clients who reported they <b>launched</b> a new website (in any quarterly survey)	7	3	4

Table 24 summarizes several indicators of businesses' overall health: their gross revenue/sales, profits/losses, number of employees, and level of personal investment. These indicators reflect some of these businesses' contributions to their local economies and local communities.

**Table 24: Quarterly Survey Respondents' Revenue, Profits, Employees, and Investments**

<b>Renaissance Entrepreneurship Center: Revenue, Profits, Employees, and Investments</b>				
		<b>EAC-SSF</b>	<b>EEC-NFO</b>	<b>OCC</b>
<b>Gross Revenue/Sales (Quarterly)</b>	<b>Total gross revenue reported: \$539,181.</b>  33 survey responses (among 26 unique clients) reported gross revenue/sales > 0.  Among these 33 responses: <b>Average = \$16,339</b> <b>Range = \$1-120,000</b> <b>Median = \$3000</b>	<b>Total gross revenue reported: \$437,521.</b>  25 survey responses (among 19 unique clients) reported gross revenue/sales > 0.  Among these 25 responses: <b>Average = \$17,501</b> <b>Range = \$774-100,000</b> <b>Median = \$8000</b>	<b>Total gross revenue reported: \$15,935.</b>  6 survey responses (among 5 unique clients) reported gross revenue/sales > 0.  Among these 6 responses: <b>Average = \$2,656</b> <b>Range = \$400-7000</b> <b>Median = \$975</b>	
	<b>Net profit: \$97,720.</b>  23 survey responses reported profit > 0. Total profit: \$107,920.  Three survey responses reported losses (profit < 0). Total losses: \$10,200.  Among these 26 survey responses reporting profit or loss (not equal to zero): <b>Average = \$3758</b> <b>Range = \$8000 loss (min) to \$33,000 profit</b> <b>Median = \$1775</b>	<b>Net profit: \$93,656.</b>  19 survey responses (among 17 unique clients) reported profit > 0. Total profit: \$94,856.  One client reported a \$1200 loss.  Among 20 survey responses reporting either a profit or loss (not equal to zero): <b>Average = \$4683</b> <b>Range = \$1200 loss (min) to \$27,000 profit</b> <b>Median = \$2250</b>	<b>Net profit: \$3,371.</b>  Four survey responses (among 3 unique clients) reported profit > 0. Total profit: \$3371. No clients reported losses.  Among these 4 responses reporting a profit: <b>Average = \$843.</b> <b>Range = \$65-\$2206</b> <b>Median = \$550</b>	
<b>Profit / Losses</b>	<b>Number of Part-Time Employees</b>	7 responses (among 7 unique respondents) indicated they have at least 1 part-time employee. <b>Total: 10 part-time employees.</b>  <b>Average = 1.4 part-time employees</b> <b>Range = 1-3 part-time employees</b> <b>Median = 1</b>	9 responses (among 8 unique respondents) indicated they have at least 1 part-time employee. <b>Total: 13 part-time employees.</b>  <b>Average = 1.4 part-time employees</b> <b>Range = 1-3</b> <b>Median = 1</b>	Two responses (among 2 unique respondents) indicated they have at least 1 part-time employee. <b>Total: 3 part-time employees.</b>  <b>Average = 1.5 part-time employees</b> <b>Range = 1-2</b> <b>Median = 1.5</b>
	<b>Number of Part-Time Employees</b>	7 responses (among 7 unique respondents) indicated they have at least 1 part-time employee. <b>Total: 10 part-time employees.</b>  <b>Average = 1.4 part-time employees</b> <b>Range = 1-3 part-time employees</b> <b>Median = 1</b>	9 responses (among 8 unique respondents) indicated they have at least 1 part-time employee. <b>Total: 13 part-time employees.</b>  <b>Average = 1.4 part-time employees</b> <b>Range = 1-3</b> <b>Median = 1</b>	Two responses (among 2 unique respondents) indicated they have at least 1 part-time employee. <b>Total: 3 part-time employees.</b>  <b>Average = 1.5 part-time employees</b> <b>Range = 1-2</b> <b>Median = 1.5</b>

**Table 24: Quarterly Survey Respondents' Revenue, Profits, Employees, and Investments**

<b>Renaissance Entrepreneurship Center: Revenue, Profits, Employees, and Investments</b>			
	<b>EAC-SSF</b>	<b>EEC-NFO</b>	<b>OCC</b>
<b>Number of Full-Time Employees</b>	<p>9 responses (among 9 unique respondents) indicated they have at least 1 full-time employee (FTE). <b>Total: 10 full-time employees.</b></p> <p><b>Average = 1.1 full-time employees</b> <b>Range = 1-2</b> <b>Median = 1</b></p>	<p>8 responses (among 8 unique respondents) indicated they have at least 1 full-time employee (FTE). <b>Total: 9 full-time employees.</b></p> <p><b>Average = 1.1 full-time employees</b> <b>Range = 1-2</b> <b>Median = 1</b></p>	<p>Two responses (among 2 unique respondents) indicated they have 1 full-time employee. <b>Total: 2 full-time employees.</b></p>
<b>Amount You Invested in Your Business</b>	<p><b>Total invested: \$340,311.</b></p> <p>32 responses (among 26 unique respondents) indicate that they have invested (more than \$0) toward their business.</p> <p>Among 32 responses: <b>Average = \$10,635</b> <b>Range = \$200-\$99,999</b> <b>Median = \$2750</b></p>	<p><b>Total invested: \$258,200.</b></p> <p>28 responses (among 22 unique respondents) indicate that they have invested (more than \$0) toward their business.</p> <p>Among 28 responses: <b>Average = \$9221</b> <b>Range = \$200-99,999.99</b> <b>Median = \$1750</b></p>	<p><b>Total invested: \$24,679.</b></p> <p>13 responses (among 9 unique respondents) indicate that they have invested (more than \$0) toward their business.</p> <p>Among 13 responses: <b>Average = \$1898</b> <b>Range = \$140-5000</b> <b>Median = \$1500</b></p>

**Themes from Renaissance Client Interviews**

As part of this formative evaluation, nine Renaissance clients were interviewed about their experiences with the program. Clients shared overwhelmingly positive feedback, and they reported that they made impactful changes to their business practices as a result of what they learned. Below are some key examples and highlights.

Multiple clients obtained business licenses thanks to working with Renaissance. Before Renaissance, many clients did not understand the process and steps needed to obtain a business license. Staff helped clients to resolve their questions and address challenges related to obtaining a license.

Renaissance helped many clients to expand their businesses through improved online and physical marketing.

- One client who owns a cleaning business described how Renaissance taught him to market his services in multiple ways – he learned to set up a Google page, create and distribute flyers, engage in social media marketing, and even how to take photos that

best showcase the quality of his work. This client emphasized that Renaissance staff “saben de lo que están hablando” (know what they are talking about) – “cuando uno lo implementa, sí ve un cambio” (when you implement it, you do see a change). Before, this client paid someone else to manage his social media pages, and now, the client manages his social media marketing himself with better results.

- Another client described how improved marketing has brought increased customers to her coffee shop – marketing was the “number one thing” where she “saw a difference” in helping attract more customers. The client shared that she learned how to look at her business “from the other side” (customers’ perspective) to improve her marketing – “Are the pictures clear to customers? Better quality pictures help the customer see the business as more attractive.” She estimates that her revenue increased by ~10% after working with Renaissance.
- According to an entrepreneur who owns a small jewelry business: her improved social media strategies helped increase her jewelry sales by about 40%.
- For entrepreneur Aracelly Picado, Renaissance staff helped her improve her marketing and create a Youtube video ([Renaissance celebrates Aracelly Picado - Cacao Nicoya](#)) which shares the story of her business. Cacao Nicoya’s unique value proposition includes selling meals to workers at construction sites – unlike fast food establishments, she offers a variety of hot, homemade foods, such as tilapia, Nicaraguan “gallo pinto” (red beans and rice), plantains, and champurrado (a hot beverage made with corn and chocolate).

See below for a Client Spotlight about how Renaissance helped one client to showcase her custom bridal and dress alteration business.

### **Renaissance Client Spotlight: Mary Obico Velasco<sup>62</sup>**

“Mary Obico Velasco is the creative force behind Mary O Maker, a custom bridal and dress alteration business dedicated to helping clients look and feel their best on their most special occasions. With a keen eye for detail and a passion for design, Mary transforms gowns and garments into perfectly tailored pieces, delivering craftsmanship and confidence to her clients.

After participating in a 10-week Business Prep course, Mary refined her vision for Mary O Maker and built a more precise roadmap for growth. She also participated in Renaissance’s Website Program, where she worked one-on-one with experts to develop a beautiful and functional website: [www.maryomaker.com](http://www.maryomaker.com). The new site showcases her services, highlights her portfolio, and makes it easier for clients to connect with her directly. Additionally, Mary has participated in a wide range of ongoing learning opportunities to strengthen her visibility, protect her business, improve customer engagement, and promote client retention.”

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<sup>62</sup> Renaissance NSMC Quarter Reporting - Apr-Jun FY 24-25. NOTE: This spotlight is shortened – the success story in the quarterly report contains more detail.

Renaissance supported clients to formalize their businesses in various ways, such as using contracts and paying payroll taxes. For example, one client who is a childcare provider shared that Renaissance taught her about the importance of formalizing her agreements with families via contracts. As a result of what she learned, she now uses contracts which articulate policies such as drop-off and pick-up times, sick policies (to avoid spreading illness among children), and holiday and vacation pay. Another client shared that, after working with Renaissance, he was able to increase his business revenue enough to take on the increased expenses of formalizing his business, such as paying for payroll taxes and insurance.

Renaissance clients learned how to improve their businesses' financial health and organization. Clients described how Renaissance helped them learn how to understand profit and loss, create a budget, and save money for taxes. As one client described, "everything you earn isn't for you" – and Renaissance taught him to set aside money to meet his goals.

Additionally, some clients shared how they learned to adjust prices to increase the profitability of their businesses. For example, one client described raising her rates because she had been undercharging. However, another client talked about how he learned to lower his prices (during slower times) for his business's financial health. In periods of lower demand, he learned to respond by offering "specials" or lower prices on the plants he sold – even if there wouldn't be a profit, he could recoup some money so that there wouldn't be a loss. Increasing his sales during the slower months helped increase his overall revenue. The owner of this plant business estimates he increased his revenue by ~5-10%.

See below for testimonies from two food-related entrepreneurs about how Renaissance helped them increase their businesses' financial health. The first testimony below also explains how Renaissance helps entrepreneurs to learn about food safety.

"Me ayudaron mucho a poner nombre a los platos, a los precios de los platos, porque como no sabes... tú tienes ganas de hacer un negocio, pero ¿Qué precio le pones al plato de comida? ¿Cuánto es lo que inviertes? ¿Cuánto es la ganancia?"

"Otra cosa que aprendimos es lo que no debemos de vender en la calle. Por ejemplo, los mariscos, no puede vender cosas como leche que se pueden arruinar ya mientras no tuvo un refrigerador."

**Translation:**

"They helped me a lot with naming and pricing dishes, because you don't know what you're looking for, and you want to make a business out of it. But what price do you put on a plate of food? How much do you invest? How much is the profit?"

"Another thing we learned is what we shouldn't sell on the street. For example, things like milk and seafood can't be sold, which can spoil if you don't have a refrigerator."

**– Renaissance Client**

“To be honest, my experience with Renaissance was great. I learned a lot, and the way that some of the things I was doing in my business weren't exactly accurate. I did have to check my profits and losses. I made sure my website was up to date. I added different kinds of pictures. They also helped us out to get more people to come into the bakery.”

– **Renaissance Client**

Clients gained value through networking and community-building in Renaissance programming. They shared that it was beneficial to meet and learn from other business owners. See below for a testimony from a client who enjoyed learning from other entrepreneurs' class presentations:

“Y después, al final de cada curso, tú tienes que presentar un ejemplo o un algo que tú aprendiste y cómo lo puedes interpretar a los demás. Eso es muy bonito porque entre todos vemos las cualidades, las habilidades diferentes que cada uno tiene, todos nos apoyamos. Fue fantástico.”

**Translation:**

“And then, at the end of each course, you have to present an example or something you learned and how you can explain it to others. That's really nice because together we see the qualities, the different skills each of us has, and we all support each other. It was fantastic.”

– **Renaissance Client**

The group learning environment also helped clients feel accountable to make progress. As one client described: “When I was taking the class, they kept me accountable for the things. Like, it was a group of us each week, so I felt like the homework that they did give us, it made me make sure I did it. Like it held me accountable.”

Thanks to Renaissance, clients had support in navigating and bouncing back from challenges. For example, Coastside staff supported a client who had fallen victim to a scam involving a fraudulent Small Business Administration (SBA) representative. With support from staff, the client reported the incident, regained confidence, and re-started her efforts to seek funding to enhance her daycare business. The client later applied for and was awarded a \$1000 grant from Renaissance, which will support program improvement (e.g., expanding outdoor play options) while making her business more competitive among local childcare providers.<sup>63</sup> (Note that all participants in the Growing at Home (Creciendo en el Hogar) for childcare business owners are eligible to apply for a \$1000 grant to strengthen and grow their operations.<sup>64</sup> Through interviews and EAC quarterly reports, Head and Heart also learned that Growing at Home clients received grants to purchase critical items such as a fridge and air conditioning for their businesses.)

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<sup>63</sup> Q3 Coastside Renaissance Report April-June 2025

<sup>64</sup> Renaissance NSMC Quarter Reporting - Apr-Jun FY 24-25

As another example, the Beyond the Kitchen program supports clients in navigating a wide array of industry challenges, including kitchen operations, sustainability, compliance, licensing, and scaling from home kitchens to commercial spaces. Moving forward, the program will focus on strengthening partnerships and resources to help more food businesses formalize and scale, advancing Renaissance’s mission to create inclusive and sustainable economic opportunities through food entrepreneurship.<sup>65</sup>

Finally, multiple clients shared ways that they created “ripple effects” within their local communities after completing Renaissance programs. Clients encouraged other small business owners to formalize their business and seek training and/or consultation from Renaissance. And in fact, multiple clients interviewed shared that they learned about Renaissance from other entrepreneurs in their community.

Clients also inspired their loved ones (including their children and/or employees) to start their own small businesses, or in some cases, they took Renaissance classes together with their loved ones to work on their shared small business. One client shared how her young children were inspired by watching her entrepreneurship journey and started businesses themselves – her young daughter started selling products to young people (such as glitter slime which she makes herself), while her son started selling lemonade (which he labels and bottles himself) with a temporary food license.

Lastly, Renaissance also helped clients to form more relationships within their community. Clients increased their visibility and engagement within the community by attending local events (such as pop-up markets) and meeting other entrepreneurs. One client (who creates custom artwork) shared happily that he had gained a local government client, which had been a long-time goal of his, as a result of his increased visibility.

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<sup>65</sup> Renaissance NSMC Quarter Reporting - Apr-Jun FY 24-25

## VII. COMMUNITY-LEVEL OUTCOMES AND IMPACTS OF THE EACs

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This chapter discusses community-level outcomes, implications of the service population for the Centers' delivery model and the associated cost of serving the population effectively, and potential cost-savings to public agencies per client experiencing outcomes.

### Community-Level Outcomes

Community leaders and subject matter experts described how the EACs are strengthening resilience and economic mobility among marginalized community members. They described tangible results from EAC programming, such as:

- Entrepreneurs launching food trucks and pop-up shops
  - Job seekers receiving digital literacy and employment support
  - Community members connecting to mental health, childcare, and legal services
- Furthermore, the EACs contribute to building a resilient and diverse business ecosystem by promoting equitable access to resources such as capital, mentorship, and technology.

Below are examples of ways that the OCC promotes local economic growth:

- The co-location of [Coastside Venture Studio \(CSVS\)](#) at the OCC is an intentional strategy to diversify the local economy, creating new industry and job opportunities harnessing the unique natural assets of the Coastside community. CSVS benefits the coastside economy by fostering startups dedicated to solving urgent resiliency challenges in a changing world. It is the only incubator-through-accelerator program in the nation dedicated entirely to resiliency tech or "res-tech."<sup>66</sup> In mid-2025, CSVS reported that multiple companies were considering and/or recently signed agreements to join CSVS; these companies bring expertise in a range of innovative areas such as: mushroom mycelium for building materials; low-cost seabed robotics for critical minerals; AI water assessment; and eDNA to monitor the impact of animals, fungi, plants and bacteria on land or in water.<sup>67</sup> It is hoped that some of the job opportunities created by businesses incubated by CSVS will provide meaningful employment for clients of the OCC.
- The [Coastside Business Resource Center](#), a program of the Coastside Chamber, helps catalyze business growth with the Coastside by offering businesses a wide range of workshops, one-on-one consulting, and opportunities to participate in business cohorts. Co-located with the OCC, the Chamber plays an important and central connective role at the Center – an aspect of the OCC that differentiates its model from that of the EAC-SSF and the EEC-NFO.

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<sup>66</sup> <https://csvs.energysociety.org/about-csvs.html>

<sup>67</sup> CSVS Q2 2025 Progress Report

Furthermore, the EACs fill historic gaps in services and challenges to access. Before the establishment of the EACs, residents in all three communities—South San Francisco, the Coastsides, and North Fair Oaks—faced systemic challenges in accessing workforce and small business support services. Services were either non-existent or scattered, difficult to access without transportation, or not designed to support high-barrier, low-income and immigrant communities.

The EACs contribute uniquely to local economies by offering co-located, community-centered, and culturally competent services. Their physical presence in neighborhoods, emphasis on collaboration, and client-centered models are distinct advantages.

Providers described ways in which the EACs have helped families access multiple forms of support and develop a plan to reach their economic and career goals.

“There is a clear recognition that this was needed and it is a relief that it does exist now because there is somewhere to send folks who need this support.”  
– **Funder**

“In August, we had a family come in that recently arrived from Mexico. They arrived documented with work permits. A mom, father, and two teenagers who had studied in their country and wanted to continue their education, but didn’t realize it wouldn’t be exactly the same. They had to take some classes over and were OK with taking jobs in the interim. One of them wants to be a doctor. They have met with the College of San Mateo (CSM) to figure out what they need to do. We told them when to come to talk to CSM and learn what classes they need to take for Pre-med and 4-year college. We hooked them up with a counselor and easily could make the connections to the different needs they had.”  
– **Provider**



## Implications of Service Population for the Delivery Model and Cost Associated with Effectively Serving the Population

Fundamental to assessing the impact of the EACs is taking stock of the population that the Centers serve and considering the implications for the program model and associated expenses related to delivering the model effectively. By all measures, the EACs reach and engage the segments of San Mateo County with the highest barriers to employment and economic advancement opportunities. High percentages of job-seeking clients have limited English proficiency (between 58% of OCC clients and 65% of both EAC-SSF and EEC-NFO clients), are

unemployed at intake (59% of OCC clients, 66% of EAC-SFF clients, and 68% of EEC-NFO clients), and have only completed high school, high school equivalent, or less than high school high school education (62% of EAC-SFF clients, 70% of EEC-NFO clients, and 72% of OCC clients). Similarly, the vast majority (92% of EAC-SSF clients, 95% of EEC-NFO clients, and 95% of OCC clients) of entrepreneurs seeking assistance starting, sustaining, or building their small businesses report their household income as extremely low to moderate under the HUD income bands, meaning their income is 120% AMI or less. Reflective of the larger community, the residents of which primarily identify as people of color, the EACs serve primarily people of color clients with only 4-12% of JobTrain clients at the three EACs identifying as non-Hispanic white.

Effectively achieving economic-related outcomes – increasing personal and family income from jobs and small business entrepreneurship – with high-barrier clients requires the type of robust, wraparound, low-barrier program model that these Centers provide. Personal and family economic precarity can become a vicious cycle for community members struggling with meeting basic needs (including food and shelter) and access to the type of functioning technology that today's job-search and business environments require. By offering the array of services that the EAC clients need to meet basic needs, build digital literacy and acquire access to technology, and upskill in employment and entrepreneurship capacities, these Centers give program participants a reasonable chance of economic advancement.

Of course, the more intensive the program model, the greater the expense is to deliver it. Serving this highest-barrier segment of the community with employment, entrepreneurship, and other economic opportunity services, together with wraparound services, indeed results in a costly model at face value. A rudimentary per-participant cost of running each of the three EACs, based on hard annual operating costs (excluding in-kind services) provided by each of the three Centers, results in the following:

- The per-participant cost of operating the **EAC-SSF** is around **\$2,500** per client;
- The per-participant cost of operating the **EEC-NFO** is around **\$3,600** per client; and
- The per-participant cost of operating the **OCC** is around **\$4,000** per client.

This analysis is based on dividing the annual operating costs of each Center by the average count of clients for a single 12-month period. Because the operating cost figures used for this calculation do not include in-kind services, these per-client costs estimates are likely slight over-estimates.

While the annual operating cost of each of the three Centers is quite comparable, variations in per-participant cost are accounted for by the number of clients served each year, with the EAC-SSF and EEC-NFO serving relatively larger numbers of clients per year than the OCC (as they are also relatively larger communities and have been in operation longer than the OCC).

Comparing these per-participant costs to industry benchmarks is instructive. Pulling out relevant comparisons from the research and analysis conducted for this study ([summarized here](#)), the \$2,500-\$4,000 per-participant costs of these three Centers is on the low end of the typical range of \$2,000 to \$10,000 per-participant cost of federal WIOA (Workforce Innovation and Opportunity Act) workforce development programs as well as the typical range of \$3,000 to \$12,000 per participant for programs funded by local and national philanthropic organizations (with variations depending on the provision of wraparound services like career coaching, transportation, and childcare). Additionally, the per-participant cost of serving clients at these Centers is significantly less than the range of \$10,000 to \$30,000 per participant, depending on program intensity, reported as typical for community-based workforce programs by the California Workforce Development Board.

## Potential Cost Savings to Public Agencies Per Client Experiencing Outcome

Communities benefit greatly, in many ways, from residents' participation in the labor market and economy through entrepreneurship. These benefits include greater purchasing, local spending power, and local economic multiplier effects; community members employed; increased tax revenue; increased retail vibrancy and service availability; reduced stress among community members and other community protective factors including enhanced social cohesion, civic participation, and potential community stabilization; and reduced public expenditures. While the scope of this formative evaluation was unable to explore all of these benefits of the EACs, taking this first step on an impact evaluation journey positions these EACs to be able to undertake a broader and deeper study that could consider this range of potential impacts in 2-3 years from now, particularly if client-level data collection is enhanced in ways discussed in the Recommendations chapter below.

“Aumenté mis ingresos. Sí, pero ahora pagamos payroll, ahora pagamos aseguranzas, ahora tenemos otros tipos de gastos. Yo podría decir que pues sigo ... sigo igual, pero ahora con una con un negocio establecido real.”

**Translation:** “Yes, I increased my income. But now we pay payroll [taxes], now we pay insurance, now we have other types of expenses. I could say that I'm still... still the same [income-wise], but now with a real, established business.”

– *Renaissance Client*

The above notwithstanding, Head and Heart conducted research in the categories of potential governmental cost savings that these EACs could be contributing to their communities and to federal funding sources. Specifically, this study explored potential savings in public benefits costs (CalFresh, Medi-Cal, General Assistance, housing assistance, and Unemployment Insurance) resulting from a client who was unemployed at the time of intake at the EAC-SSF and then got a job earning \$22/hour. This study found a total estimated cost savings of \$20,000 to \$60,000 per year per person, depending on previous use of public assistance and experience

of risk factors. For a detailed explanation of how these cost-saving estimates were calculated, please refer to Appendix G. While the \$20,000-\$60,000 cost-savings range per person over-estimates cost savings to San Mateo County specifically, it does speak powerfully to the overall potential savings in public benefits costs at multiple levels of government from local to state to federal.

Moreover, the high-need, economically precarious population served by these three EACs could be, and very well could likely be, at high risk of homelessness given the extremely high cost of housing in San Mateo County coupled with the dearth of affordable housing. A single person experiencing homelessness imposes significant financial costs on local governments (often far exceeding the cost of providing housing). Based on national and regional research—and with extrapolations specific to San Mateo County—the implications can be summarized as follows:

### ***Estimated Annual Cost per Person Experiencing Homelessness***

National and California-based studies provide a consistent range:

- **\$30,000–\$50,000 per person annually**

This includes:

- Emergency room visits and hospital stays
- Law enforcement and jail time
- Emergency shelters
- Outreach, case management, and social services

Additionally, a Central Florida study estimated ~\$31,000 per year per homeless person in emergency public costs—while supportive housing cost ~\$10,000 annually. Moreover, and much closer geographically to the community of these EACs, [Destination: Home](#) (in Santa Clara County, adjacent to the south of San Mateo County) found that \$3 billion in services were provided to homeless residents in the six-year period of the study (from 2007 to 2012). Annualized, the cost of homelessness-related services cost Santa Clara County \$520 million each year and, more specifically, the population defined as “persistently homeless” cost the County \$83,000 per person per year (and these figures very likely have gone up since the time of the study).

### ***Implications for San Mateo County***

While San Mateo County does not publish a public per-person estimate of the cost of homeless to public agencies and services, the following factors apply:

#### *Healthcare & Emergency Services*

- Unhoused individuals often rely on emergency care, which is the most expensive and least efficient form of medical service.

- San Mateo County’s Health System and local hospitals bear unreimbursed costs of treating uninsured, unhoused residents.

*Law Enforcement & Public Safety*

- Police often serve as frontline responders to homelessness.
- Arrests, incarceration (e.g., for trespassing or loitering), and legal processing add to the per-person cost.
- The San Mateo County Sheriff’s Office and correctional facilities see repeated interaction with the unhoused population, increasing operational costs.

*Shelter & Outreach*

- County-supported shelters cost **thousands of dollars per person per month**, especially for high-needs individuals.
- Outreach programs (often funded through **Measure K**) add caseworker and transportation costs.

Below is the story of Salvador, a JobTrain client on the verge of homelessness who persisted in the program until he found a job. He now works as a cook at Saint Dominic Church in San Francisco and as a prep cook for the Bon Appétit Company.

**JobTrain Client Spotlight: Salvador from South San Francisco<sup>68</sup>**

“Salvador had been out of work for over three years and was on the verge of homelessness when he first started working with me back in January. He came with a strong background in cooking, including previous experience as a supervisor—but a criminal record made it difficult for him to get hired. Still, he was fully committed to the process, showing up to every appointment, staying in close contact, and working hard to apply to countless jobs and write tailored cover letters. With ongoing support, including transportation assistance during the first two weeks of his new job, Salvador is now employed as a cook at Saint Dominic Church in San Francisco and works as a prep cook for the Bon Appétit Company.”

Moving forward, it is imperative that data on income from all sources, including employment and public benefits, for individuals and their families served by the EACs be collected consistently in addition to other factors, such as history of homelessness and risk of housing instability, to ensure the necessary data are available for a future impact study of these three EACs.

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<sup>68</sup> JobTrain Progress Report - May 2025

## VIII. RECOMMENDATIONS

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In this chapter, Head and Heart offers a few recommendations to further strengthen data practices, programming, and make the case for ongoing funding and support of the EACs. These three domains are both foundational and inter-related. Strong data practices should drive ongoing program reflection and improvements, both of which are essential for securing ongoing funding to ensure sustainability.

### Ongoing Data Collection

**As stated earlier, there are opportunities to strengthen and bring consistency to JobTrain’s and Renaissance’s data collection and reporting in support of next steps on the evaluation journey.**

For both providers, multiple data fields are incomplete and/or inconsistently tracked, which makes it difficult (if not impossible) to comprehensively answer foundational questions such as:

- At baseline (program intake), what barriers to employment and challenges to small business success are clients experiencing? Consider:
  - Housing stability
  - English language fluency
  - Highest level of education achieved
  - Digital literacy
  - Criminal / juvenile justice system involvement
  - Veteran status
  - Disability status
- At baseline (program intake), what is client’s current personal and family income from all sources, including employment, small business revenue, and public benefits? Public benefits on which data should be collected include:
  - CalFresh
  - Medi-Cal
  - General Assistance
  - Housing Assistance (Section 8 vouchers and emergency rental programs)
  - Unemployment Insurance
- How do clients’ personal and family income change (if at all) from all sources, including employment, business revenue, and public benefits after participating in JobTrain and/or Renaissance programs? To what extent are the EACs reducing reliance on public benefits and contributing financially to the tax base for these communities?

- To what extent are clients served by the EACs truly a unique service population that otherwise would fall through the cracks, as differentiated from clients eligible to receive public benefits provided by San Mateo County Core Services Agencies?

Providers should review the data that is currently being collected with an eye for prioritizing collecting what is most important and remove fields that are not actionable nor contribute directly to the potential for an impact study. One example of fields to remove are “legacy fields” with information that programs either no longer collect (such as country of origin) or have switched to collecting in a different format (e.g., income eligibility limits). Moreover, to enhance the response rate to Renaissance’s client survey, it is strongly encouraged that every client receive an incentive for completion, such as a \$100 gift card (rather than entering clients into a raffle for a single or a few larger dollar amount prizes).

It also appears that there is some variation in data collection processes across sites (e.g., supportive services tracking for JobTrain) that would benefit from cross-site training to elevate the consistency with which data-tracking happens across sites.

Additionally, improved data collection and reporting could help EAC providers to better understand and increase their impact. Examples of issues to address (some of which are mentioned above) include:

- JobTrain’s data fields which have very low response rates (disabled, veteran, justice involvement, food stamps, other public assistance, substance use, literacy challenge)
- JobTrain clients’ employment retention data (e.g., employment status at 6 months after the position start date). Many clients were lost to follow-up or refused to answer, according to JobTrain’s quarterly reports.
- Renaissance clients’ business revenue, profits, and other indicators of business health. Quarterly survey responses were low (the Head and Heart evaluation team and members of the Renaissance team are discussing strategies to increase the response rate).

Furthermore, to the extent that Renaissance clients better understand their own businesses’ outlook (including revenue, expenses, profit), they will be better positioned to seek outside support and investment. One client requested more guidance from Renaissance on how to find grants and scholarships for their startup businesses – a “step by step on how to find grants or scholarships to win.” This client explains:

“If there was something to elevate my business to where I would need to take a course, [then Renaissance] would have that money in place to allow me to even take that class.... they could maybe [make] it easier for us to feel comfortable, to go in those spaces, because, you know, when you don't have the funding, it's kind of intimidating to go to a class and it's like, 'Well, you don't really belong here...’”

**– Renaissance Client**

## Services and Programming

This section summarizes potential ways that EACs can strengthen and improve their outcomes. In addition to articulating successes of the EACs, several interviewees noted operational challenges and opportunities to strengthen EACs' internal operations. These areas include:

- Staff turnover (an endemic issue in the nonprofit sector, particularly in high-cost-of-living areas)
- Staff desire for additional training on best practices in workforce development and entrepreneurship
- Inconsistencies in data collection and reporting, including the need for additional variables to be collected for an in-depth impact evaluation (as mentioned previously)

In focus groups, JobTrain clients offered a few suggestions for program improvement, including:

- Promote offerings more widely to increase community awareness
- Offer different types of job placement options as part of job search services (e.g., restaurants instead of construction)
- Provide more basic needs supports to stabilize during transition (food, temporary rental assistance), especially when there are delays in the hiring process
- Increase transportation options for evening programs
- Consider offering monthly passes for the Clipper card, so that clients aren't required to go into the JobTrain office for transit support
- Help clients connect to legal services if facing previous unfair labor practices
- Provide childcare so that parents can attend more easily (this could also create job opportunities for EAC clients who offer childcare)

### **Some participants recommended ways in which EAC staff might help increase community engagement through outreach.**

A Renaissance client explained how Latinos are "sometimes scared to ask City Hall," so they don't know about EAC services. However, she encourages Renaissance to lean more on the capital and trust that staff have already built locally – this client suggests that Renaissance staff should personally publish on their Facebook or social media pages to encourage more to come seek services, due to the trust they've established within their local communities.

Referring to an EAC staff person, this client said that the Director is known by everyone, gives a

"[A program on managing money] ... how to save, or the best place to save, or, you know, just like a money program like to help, like, younger audiences, save their money, and maybe like buying a house or buying a car. Like, what do you need? How to build your credit score?"

– Renaissance Client

lot of “confianza” (trust) and is very “amable” (friendly). As the client explains, many people are very interested in having their own business, but they don’t know where or how to get started.

Another Renaissance client echoed the call for the EACs to help small businesses gain more access to capital. One client suggested that a grant in the range of \$5,000-10,000 could help accelerate her business by helping to cover upfront costs needed to scale, such as renting a commercial kitchen with multiple burners, paying people to help her prepare products, and purchasing materials.

## Ongoing Funding and Sustainability

ARPA dollars that became available in the early years of the COVID-19 pandemic provided the initial seed and launch funding for the EACs. ARPA funding was intended to support economic stability, opportunity, and advancement among the most vulnerable and at-risk community residents. The findings of this study certainly uphold that the funding has gone to serve and support the intended target population.

Now, the EACs are confronted with the question of ongoing funding for long-term sustainability. Of course, in the current federal climate, in which vast swaths of public services are being defunded and dismantled, state and local budgets will become increasingly saddled with the cost of providing equitable opportunities for community members, particularly those who experience the disadvantages of systemic oppression. While the State of California will continue to have some level of funding for workforce development and small business entrepreneurship, overall dollars will likely be reduced as a result of increasing competition and need for state-level resources – a dynamic which then gets passed down, to some extent to the county and city levels.

Within this context, and while public funding sources absolutely should still be pursued at every opportunity, it is likely that there will be (and is now) an increasing responsibility for private philanthropy (institutional and individual) to step in to support economic advancement programs like these three EACs. Making the case for private – especially philanthropic – investment in community economic development and resident economic advancement is greatly aided by the following:

- Having a clearly articulated Theory of Change (see Appendix)
- Meeting a significant and unmet need
- Demonstration of meeting that need, with high demand for programming
- Capacity to measure and report on client-level outcomes
- Progress on the journey towards, and accomplishment of, an impact study
- Demonstration of program scalability

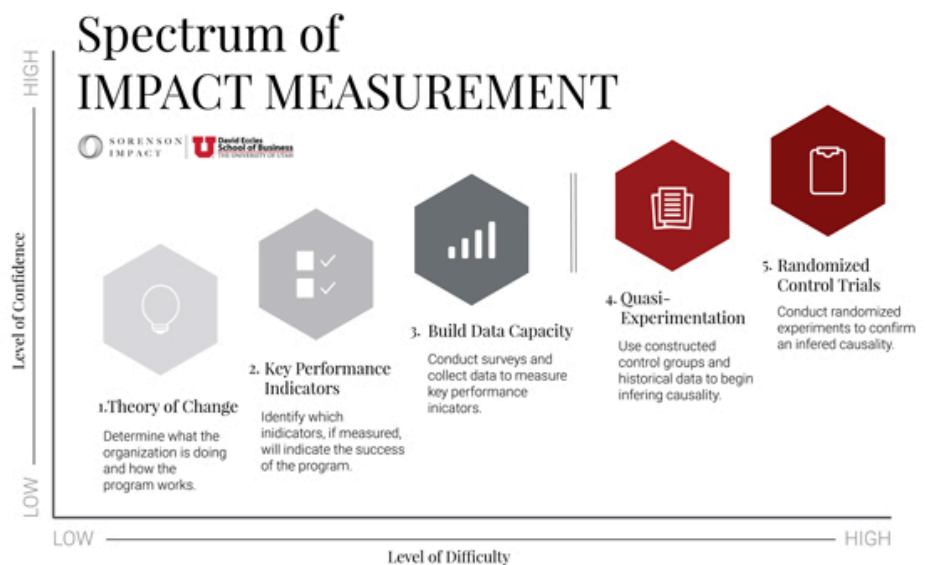
This formative evaluation supports all of these requirements and intentions, as described in more detail in the Conclusions chapter below. The core recommendation regarding ongoing funding and sustainability is that the EACs continue on the pathway of evidence-building that this study formally launched.

## IX. CONCLUSION

This chapter provides the head and Heart team’s conclusions based on the findings and learning from this formative evaluation.

### A Crucial and Valuable First Step on the Journey to Demonstrating *Measurable* Impact

This formative study was a crucial and immensely important first step on a longer-term evidence-building journey for these three EACs. The Spectrum of Impact Measurement graphic shown below (from “A Playbook for Designing Social Impact Measurement” published in Stanford Social Innovation Review in December 2018) highlights several key steps on the continuum of readiness for an impact evaluation, which in the case of the EACs, would most likely entail a quasi-experimental study using data on clients on program wait lists. Other similar paradigms depicting steps on the pathway to impact evaluation underscore the value and importance of undertaking a formative evaluation study, such as this one, to prepare for and guide building data capacity strategically to enable an impact study.



The previous chapter highlighted specific questions around which to organize data-related capacity-building. The foundational questions provided there can help drive a Learning Agenda and Evidence-Building Plan that help demonstrate the significant value of the EACs with greater rigor.

### Creating Economic Opportunities for Marginalized Communities is Essential to Racial and Gender Equity

Creating economic opportunities for marginalized communities is not just an essential step toward racial and gender equity—it is foundational. Data consistently shows that systemic disparities in income, wealth, employment, and access to capital are core drivers of persistent racial and gender inequities. Advancing economic opportunity is a powerful lever for dismantling these structural barriers and addressing:

- The vast and persistent income and wealth inequity grounded in [race](#) and [gender](#);
- The prime [driver of upward mobility](#) as investments in skills training, entrepreneurship, infrastructure, and small business support in marginalized communities can yield outsized returns in employment and income mobility; and
- Poor [health](#), [education](#), and [civic](#) outcomes associated with economic inequity;

Plainly, economic opportunity is not a downstream benefit of racial and gender equity—it is a *prerequisite*. Systemic barriers to employment, wealth-building, and entrepreneurship are central to the persistence of inequity. Data shows that strategic investments in marginalized communities not only advance justice—they also unlock economic growth, resilience, and innovation for the entire society.

In the context of challenging budgetary choices and tradeoffs, public agencies, foundations, corporations, and high-net-worth individuals who care about San Mateo County communities would do very well to invest in these Economic Advancement Centers.

## Filling a Gap in Local Systems and Meeting Unmet Needs

While greater and more rigorous evidence can and should be collected to demonstrate the systemic gaps that the EACs are filling, Head and Heart firmly concludes that these Centers are filling a local systemic gap and they are meeting unmet needs among some of the most vulnerable members of some of the most diverse and disadvantaged communities in San Mateo County. Based on review of the vast array of data sources included in this study, the evaluation team is confident that the EACs fill systems-level gaps, particularly inasmuch as they provide community members with a comprehensive and coordinated range of services to advance economically.

Moreover, the EACs uphold best practices for workforce and economic development, including co-location with safety net services, in-person programming, community engagement, feedback loops, and alignment with broader policy and regulatory environments. The EACs are indeed linguistically and culturally responsive “one-stop shops” providing in-person services with a high level of coordination across programs offering a wide range of comprehensive, walk-in supports that are largely not available elsewhere. Program participants enjoy personalized, individual support from EAC staff who build trust to effectively serve community members who are most vulnerable due to historic marginalization, and thus most are in need of economic advancement.

These EACs, located in highly diverse and high need communities in San Mateo County were not only an excellent idea emerging from the economic crisis of the COVID-19 pandemic, they remain, today, vital assets to the local workforce development and small business entrepreneurship ecosystems that deserve ongoing investment and study.

# X. APPENDICES

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**Contents** (*click hyperlinks to access*):

[A. Evaluation Plan](#)

[B. Theory of Change: San Mateo County Economic Advancement Centers](#)

[C. Provider Interview Protocol](#)

[D. Funder and Community / Subject Matter Expert Interview Protocol](#)

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[F. JobTrain Client Focus Group Protocol](#)

## A. Evaluation Plan

### Evaluation Plan: San Mateo County Economic Advancement Centers

#### Introduction and Context

The following outlines the plan for conducting a formative evaluation of the economic advancement centers opened within the past three years – an epoch dominated by the tectonic effects of the absolute lockdown necessitated by the COVID-19 pandemic and public health crisis – in three San Mateo County communities: South San Francisco, Half Moon Bay, and North Fair Oaks. These economic advancement centers (collectively referred to as “the Centers”) were opened in response to identified needs for services and supports among job seekers, small businesses, and entrepreneurs. While the three Centers are in different stages of development and operation, each is interested in harnessing learning from their respective and collective experiences to date to inform their programmatic strategy and optimize their long-term financial sustainability by understanding and communicating the value they deliver to their communities and how they can be most effective and relevant moving forward. Thus, the core architects and implementers of the Centers engaged a professional third-party evaluation consultant, Steven LaFrance of Head and Heart Advisory, to design and conduct the evaluation study described herein.

The Economic Advancement Center in South San Francisco (EAC-SSF) was the first to open its doors (virtually in July 2021 and then officially in February 2022) in response to high unemployment rates at the peak of COVID and the growing divide between the city’s booming biotech sector and small family, immigrant-owned businesses.<sup>[1]</sup> Located in one of the city’s lowest income census tracts, the EAC-SSF offers rapid job placement services and career pathway programs along with the city’s workforce development program as well as small business and entrepreneurship support services to residents and existing small business owners of South San Francisco and throughout North San Mateo County. The City of South San Francisco is partnering with Renaissance Entrepreneurship Center and JobTrain to deliver these services. The services have since been expanded to some social services system navigation staff provided under the City of South San Francisco’s Promotores Program. Clients are referred to housing, food security, and health care services. The YMCA and County Health also have a presence in the space on a weekly basis. The EAC-SSF has grown to a more holistic collage of economic mobility services that were not initially envisioned. Moreover, early results exceeded initial goals in terms of clients served and there is ongoing high demand for services as reflected in wait lists for services and program offerings. Historically, South San Francisco and North San Mateo County have been described as resource deserts where people had to travel outside of the area for needed services and support, contributing to low engagement with services among residents in the past.

In March 2021, the County entered into an MOU with SSF for \$200,000 – half for operations and half for small business support services – framed at the time as a “pilot program.” Given the early successes of the EAC-SSF, the San Mateo County Board of Supervisors then allocated \$5 million to develop two additional centers, one in Half Moon Bay and one in the unincorporated area of North Fair Oaks. In January 2024, the City of Half Moon Bay opened the Opportunity Center of the Coastside (OCC) as part of a larger comprehensive economic recovery effort to address COVID-19 recovery needs and pave the way for a more sustainable and resilient future, as laid out in the 2022 Coastside Recovery Report entitled, “[Building a More Equitable, Vibrant, and Resilient Coastside Economy](#).” The Coastside region is uniquely vulnerable due its geographic isolation, lack of economic diversity and job growth, income inequality, high cost of housing, and lack of services and infrastructure. The OCC houses workforce development programming, small business support, and a business incubator to harness the Coastside’s unique industries and assets, build entrepreneurship capacity, and support business and job growth. The OCC brings together multiple nonprofits dedicated to helping the Coastside work, providing classes, programs, and mentoring services for entrepreneurs, business owners, and those looking for work or new skills.

In 2023, the Economic and Employment Center (EEC) opened in the unincorporated area of North Fair Oaks (NFO). One of the EEC’s core partners (also working with the EAC in South San Francisco and the OCC in Half Moon Bay), Renaissance Entrepreneurship Center, conducted a feasibility study in planning for the EEC that found strong interest among businesses, local leaders, and residents for an array of supports. Based on the study findings, the EEC provides employment support services to job seekers as well as entrepreneurship training and supports to small businesses including consulting, networking, workshops, training, and access to capital. Through its programming, the EEC aims to empower individuals in the NFO community and to transform lives through employment and entrepreneurship.

## Evaluation and Learning Questions

The evaluation is designed to answer the following questions – organized by type – to the extent possible given the availability of relevant data. The evaluation methods to address these questions are described in the final section of this document.

### Process and Implementation Evaluation and Learning Questions

The evaluation will address these questions regarding how the Centers were designed and how they have been implemented to date:

- What were the implementation goals of each center and to what extent did each community reach these goals?
- What contextual factors facilitated or inhibited implementation?
- What services were offered at each center and to whom? What are the characteristics of program participants in each community?

- What accommodations do the Centers offer to ensure that programs and services are accessible and relevant for the populations and communities they serve?
- How well do the array of programs and services at each Center function in concert with each other? Are there programs and services that are not working well in the mix? Are there programs and services that are missing?
- What are the key learnings to date regarding what it takes to design and operate effective economic advancement centers in these communities? What was common to each community and what was different?
- How well have the various partnerships in place for operating the Centers and delivering programs and services been functioning? What has been working well and what could be improved?
- What is the current state of the community contexts in South San Francisco, Half Moon Bay, and North Fair Oaks, particularly with respect to economic recovery from the effects of the COVID-19 lockdown years? What has transpired in these communities in the past three years that could either accelerate or slow recovery and future growth?
- What macroeconomic trends could affect the Centers and how do they, or how should they, best address arising shifts and new needs / issues?
- What are the potential implications of the current state of the community contexts for the programs and services the Centers offer, particularly with respect to small business supports?
- What are the emerging growth industries in each of the respective Centers' local economies today and in the foreseeable future? What are the gaps and where are the opportunities?
- How have the centers been funded to date, what are the current funding constraints / realities today (as COVID relief funds dry up), and what efforts are underway and needed to ensure financial sustainability? What is a sustainable funding model moving forward?
- What are considered best practices and top priorities among funders and in the research for workforce development and community economic development centers and to what extent do the EAC-SFF, OCC, and EEC implement these best practices? Are there opportunities for the Centers to better align with and implement best practices?

### **Outcome Evaluation and Learning Questions**

The evaluation will address these questions regarding the extent to which the Centers have achieved outcomes at the levels of individual service recipients and program participants, the local workforce and economic development systems, and the local communities within which they operate:

- What are the early outcomes and results of the services provided at the EAC-SFF, OCC, and EEC-NFO among program participants? How do outcomes differ among meaningful subgroups of the population reached by programs and services?
- What stories and testimonials speak to the value of the Centers for residents and the community as a whole?
- What factors facilitate or inhibit achievement of progress and outcomes for program participants?
- What was available for job seekers, small businesses, and entrepreneurs in the three communities before the Centers were opened? How did – and do – the landscape in these communities, in San Mateo County more broadly, and in other California Counties compare? What gaps did the Centers fill in each of the three communities?
- What unique contributions do the EAC-SFF, OCC, and EEC-NFO make to the local workforce development systems in their respective communities?
- How do the architects and implementers of the Centers view what economic development for a community means and entails, based on their experience and learning in the context of an evolving economy? How have their experiences with the Centers impacted these views?
- What, if any, have been the unanticipated benefits of the Centers? What, if any, have been the unanticipated negative consequences of the Centers?
- What is an estimate of programmatic costs per program participant and what do those costs return to those participants – and the community? How do these costs compare with known standards?

## Evaluation Methods, Data Sources, and Levels of Analysis

The evaluation design is multi-method including quantitative and qualitative measures to explore and examine the process- and outcome-related questions above. Quantitative data on service delivery and program participation collected by providers will be summarized for each of the three Centers based on the data they have been collecting since opening. To the extent possible, data will be aggregated across the three Centers. Process measures including number and type of services provided as well as the number and characteristics of service recipients and program participants will be analyzed. Qualitative data on satisfaction and experiences with the Centers' programs and services, what served participants well and what could be improved, will be collected via interviews and focus groups.

Quantitative data on outcome measures at the individual service recipient and program participant level will be collected from the three Centers and summarized for the evaluation. Indicators such as skills built, jobs attainment, and businesses launched will be analyzed. Service and program delivery costs also will be summarized. Additionally, qualitative data on outcomes at the individual level will be collected via interviews and focus groups with sponsors of the Centers, service providers, and participants. Data on systems- and community-level

outcomes will be collected primarily via interviews with stakeholder who hold the broader perspective of how the economic advancement centers fit within the local workforce and economic development systems.

Given that funding and operating the Centers involves multi-stakeholder collaboration and partnerships, the evaluation will be implemented through an inclusive, learning-oriented approach. Stakeholders will be convened three times over the course of the evaluation at the following meaningful junctures in the process:

- **Early Design and Pre-implementation Phase** – Before data collection begins for the evaluation, Center stakeholders will be brought together to discuss the questions framing the study and the methods to answer these questions. Through the initial convening, stakeholder input will inform and shape the focus and approach to the evaluation.
- **Mid-implementation Phase** – With an initial round of quantitative data analysis conducted and a first of two planned rounds of interviews completed, Center stakeholders will be brought together once again to engage in collaborative meaning-making of the preliminary findings. Stakeholders also will have the opportunity to co-create the focus of the remainder of the data collection and analyses that will be conducted through the end of the study, including the second planned round of interviews.
- **Final Reporting Phase** – Once a final round of analysis of quantitative data is completed and content analysis procedures are conducted on all interview data, a final report will be prepared for review and input across all stakeholders, once again to engage in a collaborative meaning-making process. A third and final convening of stakeholders will be held for this purpose as the evaluation study comes to a close in May-June 2025.

Ultimately, the evaluation will summarize achievement of process and implementation-related goals, early progress and outcomes, and recommendations for strategy moving forward, including what data are needed at the local level to continue to track processes, outcomes, and learning on an ongoing basis.

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<sup>[1]</sup> Source: Proposal to Evaluate Implementation of Economic Advancement Centers in Three San Mateo County communities submitted to Chan Zuckerberg Initiative on August 30, 2022.

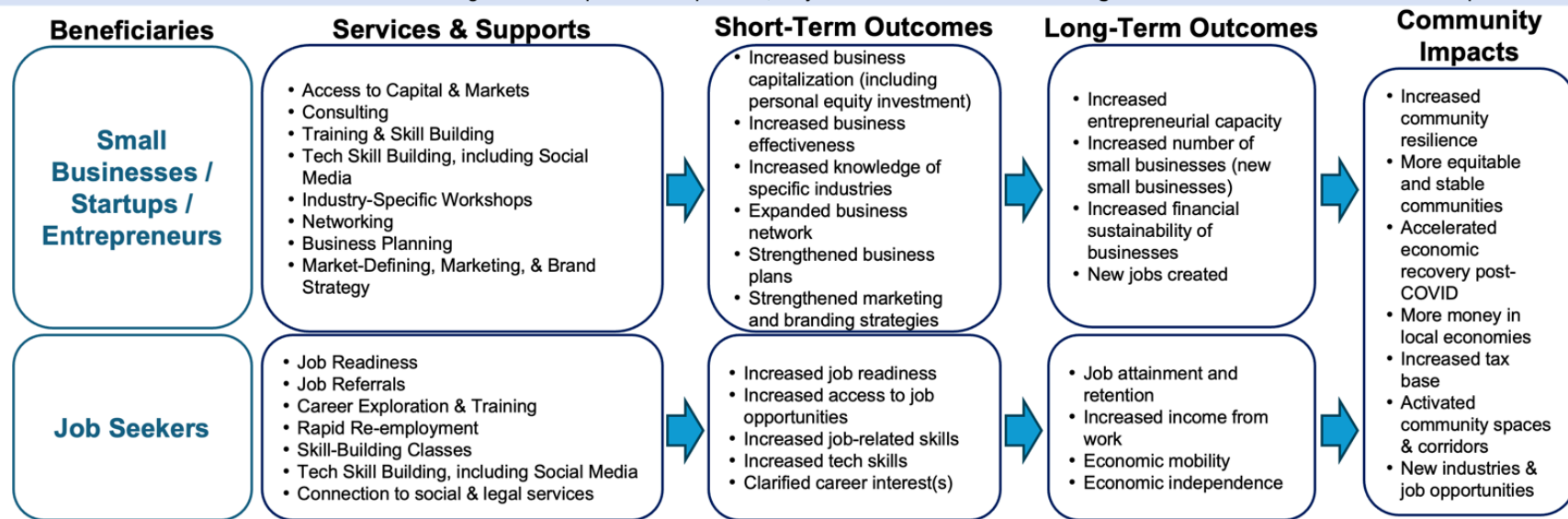
## B. Theory of Change: San Mateo County Economic Advancement Centers

### Theory of Change: San Mateo County Economic Advancement Centers

Revised  
September 3, 2024

#### Context

- Between 2021 and 2023 **three economic advancement centers** were opened to respond to the devastating impacts of the twin public health and economic crises brought on by the COVID-19 pandemic with the goal of advancing strategies that lead to more **equitable, vibrant and resilient local economies**.
- These Centers are located in **unique, diverse, and underserved San Mateo County communities: South San Francisco, Half Moon Bay, and North Fair Oaks**.
- Each is **strategically located** within their respective communities – **highly visible, accessible, and welcoming** – to encourage foot traffic and engagement.
- They were opened in response to **high need for services and supports among job seekers, small businesses, and entrepreneurs**.
- They serve **both their immediate surrounding and adjacent communities**, making them **broadly valuable resources** for these **underserved communities**.
- While each of the three Centers are in different stages of development and operation, they share in common the **core design elements** and **intended outcomes** depicted here.



## C. Provider Interview Protocol: Evaluation of Economic Advancement Centers in Three San Mateo County Communities

<b>Interviewee:</b>	<b>Date:</b>
<b>Organization:</b>	<b>Position / Title:</b>

### Context and Introduction

Over the summer of 2024, the County and local lead sponsors of the three Economic Advancement Centers (EACs) that were opened over the past few years – in South San Francisco, on the Coastside, and in North Fair Oaks – engaged a third-party evaluator, Steven LaFrance of [Head and Heart Advisory](#), to conduct an evaluation of the Centers. The evaluation is designed to both inform ongoing implementation improvements at the three EACs and to summarize what has been accomplished by the Centers to date, acknowledging that each of the three have different starting points and tenures in operation.

This interview conversation is your opportunity to share your perspective on how well the EACs have been achieving their implementation goals and core objectives to advance strategies that lead to more equitable, vibrant and resilient communities in high-need parts of San Mateo County.

### Confidentiality

This interview conversation is **confidential**. Findings will be aggregated across interviewees to identify key themes to include in a report of results. Your comments will not be attributed to you by name. Moreover, there are no right or wrong answers – your honest perspective is what is most important and valued.

Do you have any questions for me before we begin? May I record the interview to back up my notetaking?

### Discussion Questions

1. Please describe your role in your organization as well as your role in the EAC-SSF, EEC-NFO, and / or the OCC. How long have you been involved with the EAC(s)?
2. What specific programs and services has your organization been providing at the EAC(s)? What are the general characteristics of the people being served by your programs and services at the EAC(s)?
  - a. How do the services provided at each center **compare with those provided at other types of career centers** / other places served by your organization?
  - b. What has **facilitated** the provision of these programs and services at the EAC(s)?
  - c. What has been a **challenge or barrier** to providing programs and services at the EAC(s)?
3. What barriers do clients experience in accessing services at the EAC(s)?

- a. What **accommodations** does your organization and others offer to ensure that programs and services at the EAC(s) are accessible and relevant for the populations and communities they serve? Consider **staffing, location, language, immigration status, disability status**, etc.
4. What is your assessment of how well the array of programs and services at each Center functions in concert with each other?
  - a. What programs and services, if any, **work especially well** together?
  - b. What programs and services, if any, are **not working well** in the mix?
  - c. What might be **gaps** in programs and services at the Center(s)?
5. Thinking about the various partnerships that running the EACs require – with the County / local leads, with other providers – how would you assess the effectiveness and functioning of these partnerships?
  - a. What is **working well**?
  - b. What could be **improved or strengthened**?
  - c. Are there any partners / partnerships **missing** that should be considered as additions to the mix?
6. From your perspective, to what extent has/have the EAC(s) been achieving the core goal and objectives around advancing strategies that lead to more equitable, vibrant and resilient communities in high-need parts of San Mateo County?
  - a. **In what specific ways** – such as **client outcomes** and **impacts on the local workforce development system** – have you observed or experienced the EAC(s) achieving the core goal and objectives?
  - b. What has **facilitated** success and progress for the EAC(s)?
  - c. What has **stood in the way or served as a barrier** to success and progress for the EAC(s)?
7. From your perspective, what lessons have been learned to date regarding what it takes to design and operate effective economic advancement centers in these communities?
  - a. What has been learned about how the **community context** of the EACs factors into their effectiveness – and the need for them?
8. From your perspective, what, if any, have been the **unanticipated benefits** and potential **negative consequences** of the Centers?
9. Are there any other **positive stories** or **critical anecdotes** about the achievements and operations of the EAC(s) that you would like to share as part of this evaluation process?
10. Do you have any other comments or feedback about the EAC(s) that you would like to share as part of this evaluation process?

**Thank you for your time and insights!**

## D. Funder and Community / Subject Matter Expert Interview Protocol: Evaluation of Economic Advancement Centers in Three San Mateo County Communities

<b>Interviewee:</b>	<b>Date:</b>
<b>Organization:</b>	<b>Position / Title:</b>

### Context and Introduction

Over the summer of 2024, the County and local lead sponsors of the three Economic Advancement Centers (EACs) that were opened over the past few years – in South San Francisco, on the Coastside (in Half Moon Bay), and in North Fair Oaks – engaged a third-party evaluator, Steven LaFrance of [Head and Heart Advisory](#), to conduct an evaluation of the Centers. The evaluation is designed to 1) inform ongoing implementation improvements at the three EACs, 2) to summarize what has been accomplished by the Centers to date (acknowledging that each has a different starting point and tenure in operation), and 3) to ascertain these Centers’ contributions to their respective local workforce and economic development systems.

Following a set of interviews with providers working at the Centers conducted in the Fall of 2024, and an analysis of client data, I am now conducting a round of interviews with people who are knowledgeable about workforce and economic development generally, and who are familiar with these San Mateo County communities specifically. The goal of these interviews is to place the three EACs in the context of broader workforce and economic development supports as well as to surface how they are situated as resources as parts of the larger workforce and economic development systems within these local communities. Ultimately, the goal of these Centers is to advance strategies that lead to more equitable, vibrant and resilient communities in high-need parts of San Mateo County.

### Confidentiality

This interview conversation is **confidential**. Findings will be aggregated across interviewees to identify key themes to include in a report of results. Your comments will not be attributed to you by name. Moreover, there are **no right or wrong answers** – your honest perspective is what is most important and valued. Lastly, we can skip any question that you do not feel comfortable answering for any reason.

Do you have any questions for me before we begin? May I record the interview to back up my notetaking?

### Discussion Questions

1. Please introduce yourself, describing your current professional role and, if relevant, your experience with workforce and economic development as well as your familiarity with the high-need San Mateo County communities of South San Francisco, the Coastside / Half Moon Bay, and North Fair Oaks.

### ***About the Local Economies and Community Landscapes***

2. Prior to the opening of these Centers, to your knowledge, what was available for job seekers, small business owners, and entrepreneurs in any of these three communities (South San Francisco, the Coastside / Half Moon Bay, and North Fair Oaks) that you are familiar with?
3. What gap(s) have these Centers filled in each of the three communities? What unique contributions do they (depending on your familiarity: EAC-SFF, OCC, and EEC-NFO) make to the local workforce development systems in their respective communities?
4. How would you characterize the current state of the community contexts in ((depending on your familiarity: South San Francisco, Half Moon Bay, and North Fair Oaks), particularly with respect to economic recovery from the effects of the COVID-19 lockdown years?
  - a. How did – and do – the landscapes and economies in these communities, compared to San Mateo County and other California Counties more broadly?
5. What, to your knowledge, has transpired in these communities over the past 3-4 years that could either accelerate or slow economic recovery and future economic growth?
6. What macroeconomic trends could affect these Centers in the coming years?
  - a. How could they best address arising shifts and new needs / issues?
7. What are the potential implications of the current state of the community contexts, and taking macroeconomic trends into account, for the programs and services the Centers offer (particularly with respect to workforce development and small business supports)?
8. What are the emerging growth industries in each of the respective Centers' local economies today and in the foreseeable future?
  - a. What are the gaps and where are the opportunities?

### ***About Workforce and Economic Development Centers and Programs Generally***

9. Based on your knowledge and experience, what does “economic development” for a community mean and entail?
10. What do you consider to be best practices for workforce development and community economic development centers?
11. What do you know or believe to be high priorities among funders of workforce development and economic development centers?
12. To your knowledge, what is a typical (and ideally sustainable) funding model for workforce and economic development centers and programming?
13. To your knowledge, what is a typical per-participant cost for workforce development or economic development programming?

### ***Closing***

14. Given the topics we have discussed, is there anyone else you recommend I speak with?
15. Is there anything else you would like to share on the topics we've discussed?

**Thank you for your time and insights!**

## E. Renaissance Entrepreneurship Center: Client Interview Protocol

Date:	
Interviewee Name & Business:	
RenCenter Location:	

### Context and Introduction

Hello! My name is \_\_\_\_\_. I'm calling to seek your feedback on services at Renaissance Entrepreneurship Center – their staff shared your phone number with my colleague Steven (at [Head and Heart Advisory](#)) a few weeks ago. They let us know that you gave permission for us to contact you.

Would you be willing to participate in a short interview by phone? It should take about 15-20 minutes.

As a thank you for your time, we are offering a \$50 gift card to Walgreens, Amazon, or Safeway.

For additional context, Steven from [Head and Heart Advisory](#) is working with Renaissance Center to help them understand how well their programs and services are working for people like you. We are interested in knowing if the services you have received have been helpful, and if so in what ways, as well as what was most helpful *and* what could be improved or done differently to help you earn money.

### Confidentiality

This conversation is **confidential**. Your comments will not be attributed to you by name, meaning that we will **not** share your name or your business's name in the report, unless we ask for and receive your explicit permission to do so. Your feedback will be included in a report that we'll share with RenCenter leaders and organizations that fund job training and small business programs in San Mateo County. Also, there are **no right or wrong answers** – your honest perspective is what is most important.

I would like to record our conversation (audio only) for note-taking purposes only. Do I have your permission to record?

Do you have any questions for me before we begin?

### Discussion Questions

1. To start, I'd love to learn about how you became involved with Renaissance Entrepreneurship Center. How long have you participated (or did you participate) in their programs? What was your main reason (or purpose) for coming to RenCenter?
2. What types of services and supports did you receive at Renaissance Entrepreneurship Center?

- a. How easy or difficult has it been for you to get the services you needed and wanted from Renaissance Entrepreneurship Center?
  - b. What made it easy to get services? (Probe for accommodations such as language needs, education level, immigration status, disability status.)
  - c. What made it difficult or what challenges did you experience?
    - i. Did Renaissance Entrepreneurship Center do anything to address these difficulties or challenges?
3. Did Renaissance Entrepreneurship Center provide you with referrals to any other services or supports you, your family, or or your business may have needed?
- a. If yes, what other services and supports have you received?
  - b. How easy or difficult was it for you to get those other services and supports?
  - c. Are there other services and supports you need that you were not able to get?
4. **In what ways, if any, have the services and supports you received from Renaissance Entrepreneurship Center helped you and your business?**
- a. What made it possible or easier for you to make progress on your goals in the program? What challenges did RenCenter help you address?
  - b. If you would like, please share a story about what RenCenter’s supports/services have helped make possible for you and your business.
5. **In particular, we want to learn whether Renaissance Center has supported you in any of the following ways. [NOTE: Adjust probing question below, based on their answers to the previous question]**
- support with an existing small business or starting a small business
  - increased sales revenue (and if yes, by how much?)
  - job creation / hiring (and the number and types of jobs created)
  - changes in personal / family income (and if yes, by how much?)
  - access to technology
6. What is your vision of success for your business? Do you feel you are achieving these goals?
- a. Do you plan to continue seeking support from RenCenter? *If yes:* What types of support do you plan to seek and why?
7. What suggestions do you have for how Renaissance Entrepreneurship Center could make their services and supports better?
8. Is there anything else you would like to share with me about your experience with Renaissance Entrepreneurship Center?

**Thank you for your time!**

## F. JobTrain Client Focus Group Protocol

Date:	Site:
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### Context and Introduction

Hi everyone! Welcome. We're so glad you're here! Your feedback is so important to help JobTrain keep learning and improving.

My name is \_\_\_\_\_. I am with a group called [Head and Heart Advisory](#) and am partnering with JobTrain to understand how well their programs and services are working for people like you. We are interested in knowing if the services you have received have been helpful, and if so in what ways, as well as what was most helpful *and* what could be improved or done differently to help you earn money.

As a thank you for your time, we'll send each of you a \$50 gift card to Walgreens, Amazon, or Safeway. At the end of today's conversation at [TIME], we'll ask you each to let us know which gift card you choose.

### Confidentiality

This conversation is **confidential**. We will use direct quotes from today's conversation, but your comments will not be attributed to you by name. If you do not want to answer a question you're welcome to say "pass" or "skip." We also ask that you protect each other's privacy by NOT sharing other people's answers outside of this group.

Also, there are **no right or wrong answers** – your honest perspective is what is most important. Please speak up if you have a different opinion than what someone else shares. We really ask you to be as honest and frank as possible - your honesty will help the program improve in the future.

Also, we plan to record today's focus group conversation for note-taking purposes only. We will not share the recording with anyone.

Do you have any questions for me before we begin?

### Discussion Questions

1. Let's begin by having everyone introduce themselves. Please share your name, where you live now, how long you have been working with JobTrain, and the reason you came to JobTrain.
2. How easy or difficult has it been for you to get the services you needed and wanted from JobTrain?
  - a. What made it easy to get services? (Probe for accommodations such as language needs, education level, immigration status, disability status.)
  - b. What made it difficult or what challenges did you experience?
    - i. Did JobTrain do anything to address these difficulties or challenges?

3. Did you receive referrals from JobTrain to any other services or supports that you or your family may have needed (like for help getting any public assistance around housing and food, or any other kind of service from another organization)?
  - a. If yes, what referrals for other services or supports did you receive?
  - b. Did you get those services or supports? From what agency or providers?
  - c. How easy or difficult was it for you to get those other services and supports?
  - d. Are there other services and supports you need that you were not able to get at this Center?
  
4. In what ways, if any, have the services and supports you received from JobTrain helped you? What was the biggest change you experienced as a result of JobTrain? (Probe for improved job skills, getting placed in a job, increasing personal / family income, support with an existing small business, starting a small business, access to technology, etc.)
  - a. What made it possible or easier for you to make progress on your goals in the program?
  - b. What did you like best about JobTrain?
  - c. Do you plan to continue seeking support from JobTrain? *If yes:* What types of support do you plan to seek and why?
  
5. If you would like, please share your story about how the services and supports from JobTrain helped you.
  
6. What suggestions do you have for how JobTrain could make their services and supports better?
  - a. What did you like least about JobTrain?
  
7. Is there anything else you would like to share with me about your experience with JobTrain ?

Thank you so much for speaking with us today! As our final question, please write which gift card you'd like to receive via chat – Amazon, Safeway, or Walgreens. If you're unable to use the chat, Sarah will follow up with you via email.

**Thank you for your time!**

## G. Summary of Research on Governmental Cost Savings for Job Placements

When a previously unemployed San Mateo County, CA resident starts earning \$22.00 per hour, local and county governments experience cost savings in several key areas.

**1. Reduced Public Assistance Costs.** Many unemployed individuals rely on public benefits:

- CalFresh – Average monthly benefit in CA is about \$180 per person.
- Medi-Cal – The state pays about \*\*\$7,500 per enrollee per year.
- General Assistance – Provides \$400-\$600 per month for eligible individuals.
- Housing Assistance – Section 8 vouchers and emergency rental programs.
- Unemployment Insurance – Typically provides \*\*\$450 per week\*\* (if eligible).

If the individual was fully dependent on assistance before employment, the county and state could save:

- CalFresh: ~\$2,160 per year
- Medi-Cal: ~\$7,500 per year
- General Assistance: ~\$6,000 per year
- Unemployment Insurance: ~\$23,400 per year (if on max benefits for 52 weeks)

**Potential total savings:** \$10,000–\$30,000+ per person per year, depending on benefits received.

**2. Increased Tax Revenue.** For residents that begin to earn \$45,760 per year:

- State Income Tax: Estimated \$2,500–\$3,500 per year
- Local Sales Tax: Increased spending in the local economy means \$1,500–\$3,000 in additional sales tax revenue.
- Payroll Taxes: More contributions to Social Security, Medicare, and disability insurance, reducing state burden.

**Estimated total additional tax revenue:** \$4,000–\$7,000 per year.

**3. Lower Crime and Public Safety Costs.** Studies show unemployment correlates with higher rates of property crimes, homelessness-related policing and emergency services, and incarceration costs (\$50,000+ per inmate per year in CA). Employment reduces reliance on law enforcement, social services, and emergency healthcare.

**Estimated savings:** \$1,000–\$5,000 per year per individual\*\* in reduced public safety and emergency costs.

**4. Reduced Homelessness Services Costs.** San Mateo County spends \$50,000–\$100,000 per homeless person per year on shelters, emergency healthcare, and services. Stable income lowers the risk of eviction and homelessness, reducing these costs.

**Estimated savings:** \$5,000–\$20,000 per year per individual at risk.

### Total Estimated Cost Savings to Local & County Governments

Adding up all categories, the total estimated cost savings and revenue increase per person ranges from \$20,000 to \$60,000 per year, depending on previous public assistance and risk factors.

## Data Sources

This analysis is based on estimates from federal, state, and local government reports, academic studies, and economic models.

### 1. Public Assistance Programs (Cost Savings Estimates)

- CalFresh (SNAP in California)
  - Data Source: [California Department of Social Services \(CDSS\)](#)
  - Average SNAP benefits in CA: ~\$180/month per individual
- Medi-Cal (California's Medicaid Program)
  - Data Source: [California Department of Health Care Services \(DHCS\)](#)
  - Annual cost per enrollee: \$7,500–\$10,000 (varies by demographic)
- General Assistance (GA) in San Mateo County
  - Data Source: [San Mateo County Human Services Agency](#)
  - GA benefits: \$400–\$600/month
- Unemployment Insurance (UI) Benefits
  - Data Source: [California Employment Development Department \(EDD\)](#)
  - Maximum UI benefit: \$450/week (~\$23,400/year if fully utilized)
- Housing Assistance (Section 8, Homelessness Services)
  - Data Source: [San Mateo County Department of Housing](#)
  - Estimated annual support per person: \$10,000–\$20,000+

### 2. Tax Revenue Estimates

- California State Income Tax
  - Data Source: [California Franchise Tax Board \(FTB\)](#)
  - Estimated tax rate for \$45,760 income: ~6–8% (\$2,500–\$3,500 per year)
- Sales Tax Revenue
  - Data Source: [California Department of Tax and Fee Administration \(CDTFA\)](#)
  - San Mateo County sales tax: ~9.375%
  - Estimated additional revenue per new worker: \$1,500–\$3,000/year
- Payroll Tax (Social Security & Medicare)
  - Data Source: [IRS and Social Security Administration](#)
  - Employer + Employee FICA: 15.3% of wages (\$7,000 in new contributions)

### 3. Crime & Public Safety Costs

- Crime & Unemployment Studies
  - Data Source: [Bureau of Justice Statistics \(BJS\) & Local Law Enforcement Data](#)
  - Research: Unemployment correlates with a higher likelihood of property crimes and homelessness-related policing costs.
- Homelessness Services & Criminal Justice Costs
  - Data Source: [San Mateo County Continuum of Care \(CoC\) & CA Policy Lab](#)
  - Cost of homelessness services: \$50,000–\$100,000 per unhoused person per year
- Jail/incarceration cost in California: \$50,000+ per year per inmate (California Department of Corrections & Rehabilitation)

### 4. Economic Multiplier & Local Impact

- Multiplier Effect Estimates
  - Data Source: [U.S. Bureau of Economic Analysis & Regional Economic Studies](#)
  - Economic multiplier for local spending: 1.5–2.0
- Spending patterns based on Consumer Expenditure Surveys (CES) from the U.S. Bureau of Labor Statistics (BLS) (<https://www.bls.gov/cex/>)

**BUSINESS OF THE COUNCIL OF THE CITY OF HALF MOON BAY**

**AGENDA REPORT**

For meeting of: **September 2, 2025**

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**TO:** Honorable Mayor and City Council

**VIA:** Matthew Chidester, City Manager

**FROM:** Leslie Lacko, Community Development Director  
Ocoee Wilson, Associate Planner

**TITLE:** **2025 MEASURE D TRANSFERS**

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**RECOMMENDATION:**

Adopt a resolution approving a transfer of the 20 remaining Downtown base Measure D allocations, to be used for new dwelling units proposed outside of the Downtown area, prioritized according to the scoring within the Measure D application checklist and as shown within Exhibit A to the Resolution (Attachment 1).

**FISCAL IMPACT:**

There is no fiscal impact anticipated.

**STRATEGIC ELEMENT:**

This action supports the *Healthy Communities and Public Safety, Inclusive Governance, Fiscal Sustainability, and Infrastructure and Environment* Elements of the Strategic Plan.

**BACKGROUND:**

Measure D

Measure D is a voter-approved residential growth management system for the City of Half Moon Bay, which was adopted by voters in 1999. Measure D went into effect in 2009 following California Coastal Commission certification. The purpose and intent of Measure D, as specified in Section 17.06.005 A and B of the Half Moon Bay Municipal Code, is to control the rate and quality of development in the City on an annual basis. Measure D provides that the City issue Measure D allocations based on the system set forth in Chapter 17.06 of the Municipal Code. All new residential dwelling units are required to have an approved Measure D allocation before other City permits may be applied for or issued.<sup>1</sup>

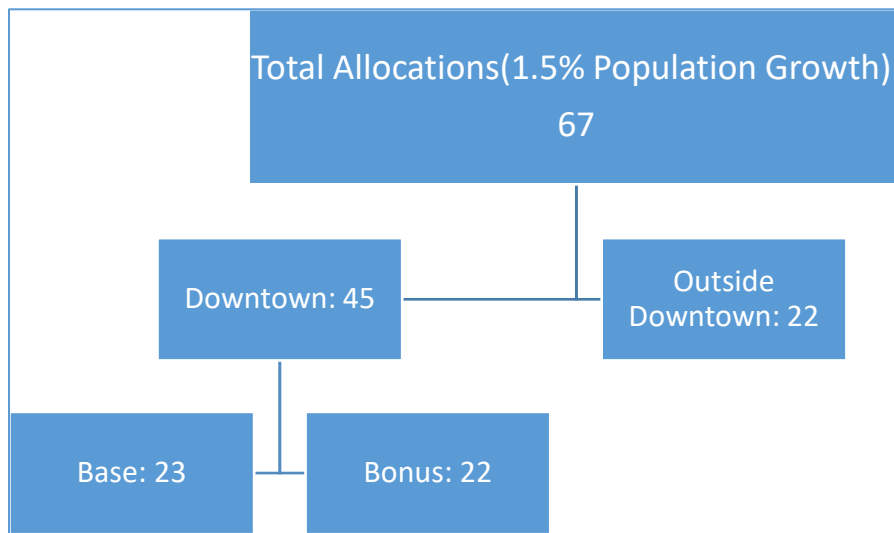
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<sup>1</sup> Due to the fact that each new residential dwelling unit requires an allocation, one application for a subject property may include multiple allocations.

Measure D accommodates 1% population growth annually, which is split between Downtown and Outside of Downtown. The Downtown Area is defined as the Half Moon Bay redevelopment survey area adopted in November 1998 by City Resolution No. C-91-98 and codified within Section 17.06.020. Council also has discretion to approve additional “bonus” allocations that would result in an additional 0.5% population growth within the Downtown area. Council has approved such bonus allocations for Downtown for each year that Measure D has been in place.

Determination of Allocations Available per Calendar Year

The total number of allocations made available each year is determined according to Municipal Code Chapter 17.06 and authorized annually by City Council at the first meeting in December for the next calendar year. City Council approved the allocations available for 2025 on December 3, 2024<sup>2</sup>, including 23 base allocations for Downtown, 22 bonus allocations for Downtown, and 22 allocations for outside Downtown, for a total of 67 allocations. Figure 1. below provides a visual of how these allocations are divided.



*Figure 1. Diagram showing how Measure D Allocations are divided from the total number, which would accommodate 1.5% population growth, into allocations available for Downtown Base, Downtown Bonus, and Outside Downtown Allocations.*

2025 Application Submittal Summary

The City received applications for three allocations downtown (two applicants) and 47 allocations (28 applicants) for outside of downtown.

At the March 25, 2025, Planning Commission meeting, the Commission ratified the scoring and ranking of applications based on the Measure D application checklist for the outside downtown applications. The 22 available allocations for outside downtown were awarded based on the application checklist scoring. This left 25 allocations (16 applicants) to be deferred. Applicants would need to either re-apply in 2026 or request transfers, if available. One applicant, 940 Main

<sup>2</sup> [December 3, 2025 Staff Report - Residential Dwelling Unit Determination for 2025](#)

Street, applied for a total of five allocations. In an effort to distribute allocations equitably only three of the five (3 of 5) were awarded. The Commission recommended the applicant's remaining two allocations be considered as a top priority if allocations remained available for transfers in September. The Commission also recommended the applicant at 490 Pine Avenue be prioritized as they barely scored below the last applicant to receive an allocation (Attachment 2).

#### Transfer Process

Municipal Code section 17.06.120.F (Distribution of residential dwelling unit allocations) provides for reallocation of Downtown base allocations in September as follows:

*If the maximum number of residential dwelling unit allocations has not been applied for by September 1<sup>st</sup>, any unused **base allocations** granted for the downtown area as provided in Section 17.06.020 may be transferred to projects located outside of the downtown area. Additional allocations granted for the downtown area as provided in Section 17.06.020 shall not be transferred to projects located outside the boundaries of the downtown area.*

Transfers have only occurred a couple other times in the history of Measure D and the municipal code and original Measure D language provide minimal direction regarding the transfer process. In 2019, City Council adopted some procedures by resolution that provide considerations to make for applicants that should receive transfers. This resolution can be found as Attachment 3 and these procedures are further discussed later in this staff report.

#### **DISCUSSION:**

As of September 1, 2025, there are 20 remaining downtown base allocations available for transfer. Transfers are at the discretion of City Council; therefore, Council is being asked to consider transferring the 20 remaining Downtown Based allocations to projects proposed on sites located outside Downtown. Staff has provided a recommendation to consider for prioritizing transfer allocations, however Council may also direct staff to utilize alternative criteria for prioritization.

At the March 25, 2025, Planning Commission meeting, the Commission recommended that the City Council elect that downtown allocations be transferred to applicants outside of downtown, as well as provided recommendations for a few applicants specifically to receive allocations, as previously described in the background section of this report. Additionally, the Commission recommended revisions to consider for the upcoming Measure D Application year, which staff intends to discuss at a later date. The resolution from that meeting is included as Attachment 2.

In June, Staff reached out to all applicants that did not receive one or more of the Measure D allocations they applied for in January and provided them with a form to request to be considered for a transfer. Thirteen (13) applicants responded, requesting a total of 21 allocations.

As mentioned in the background section of this report. In 2019 the City Council adopted some procedures relating to the Transfer process to guide future transfers. The procedures adopted include the following criteria:

1. That there are no known pending applications for a project(s) within Downtown needing Measure D Downtown base allocations.
2. That the transfers are prioritized for projects outside Downtown that include some form of more affordable housing, including but not limited to accessory dwelling units, duplexes, triplexes, or other multi-family units.
3. That the applicant applying for a Measure D allocation for outside Downtown demonstrates that the application(s) for the associated permit(s) have been prepared, including but not limited to a Coastal Development Permit or a Building Permit.
4. That transfers may be allocated to single-family homes that include a component of affordability including an accessory dwelling unit, or a City approved deed restriction.
5. That City Council consider any other criteria they deem to be applicable for allowing transfers for projects outside Downtown that meet stated City objectives.

Of these criteria, number 1 has been satisfied, and all applicants meet criteria 2 and 4, as applicable. Regarding criterion 3, while it could be readily met by any applicant, it was not required in this case. Typically, applicants cannot apply for a Coastal Development Permit or Building Permit until a Measure D allocation is secured. In recent years, some applicants have had to apply for Measure D allocations multiple times before receiving one, which was a circumstance that was not yet common in 2019 when these procedures were adopted. This leaves primarily criterion 5 for consideration.

Staff has provided a recommendation for the Council to assist with prioritizing any transfer allocations to be awarded. However, if Council wishes to consider other criteria to prioritize the transfers, they may also direct staff return with an alternative recommendation.

Staff is recommending the transfer allocations be prioritized and awarded based on the Measure D application checklist scoring criteria, and finalized scoring ratified by the Planning Commission. In doing so most other criteria that could be considered will be included by default in the awarded allocations. Other criteria could include prioritizing allocations based on Planning Commission Recommendations, ADU only applications, applications waiting greater than a specified number of years, applications located within the Land Use Plan designated Town Center, etc. If Council would like this criterion to be used rather than just scoring, Staff would use a tiered ranking based on how these criteria are directed to be prioritized. This was how transfers were prioritized as directed during the process in 2021<sup>3</sup>. Staff has taken this into consideration and given the number of transfer allocations available versus requested, and based on the above potential criteria, several scenarios would likely yield the same result.

The applicants requesting to be considered for Transfers and staff's recommendation are summarized in the table below (the order does not represent a preference)<sup>4</sup>:

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<sup>3</sup> [November 2, 2021 Staff Report – 2021 Measure D Allocations Transfers](#)

<sup>4</sup> Two of the initial Measure D applicants did not request to be considered for a Transfer, one of which had submitted multiple applications and did receive allocations for their property under the scoring of a separate application. One applicant also reduced their requested allocations from four allocations to three.

**Table 1:**

<b>Project Type</b>	<b>Number of Allocations Requested for Transfer</b>	<b>Number of Allocations Recommended per Ranking</b>
Single-family Dwellings with ADUs (two allocations)	8	8
ADUs/JADUs (with existing single-family units)	7	7
Multi-Family	2	2
Other (Duplex with multiple ADUs or Single-family with more than one ADU/JADU)	3	3
Single-family Dwellings	1	0
<b>Totals</b>	<b>21</b>	<b>20 of 20</b>

Awarding the 20 remaining allocations will accommodate approximately 1% population growth, for a total of 45 allocations awarded in 2025. The approval of these transfers to award these allocations would align with the intent of Measure D. It would also be supported by a variety of land use plan policies including but not limited to:

- **Policy 2-6. Housing Diversity and Affordability.** *Encourage a diversity of housing types, including housing at a range of affordability levels, densities, sizes, and ownership types with equitable access to environmental benefits. Meet the needs of Half Moon Bay’s diverse population, including young families, multi-generational families, students, young professionals, and seniors.*
- **Policy 2-8. Community Needs.** *Support the development of land uses desired by the community and which contribute to quality of life. Uses include affordable and diverse housing types such as farmworker housing and smaller homes; light industrial uses including live-work and artisan uses; adaptive reuse of heritage buildings; agriculture and agriculture-compatible uses along with supportive accessory uses; commercial including neighborhood and local-serving uses; quasi-public uses including childcare, healthcare, animal care, and assisted living; and public uses including parks and other community facilities.*
- **Policy 2-73. Small Infill Lots.** *Update IP standards for substandard infill residential lots to encourage development of smaller homes that provide diverse and affordable housing options compatible with neighborhood character.*

Lastly, approval of the Measure D Transfers would support policies within the City's draft Cycle 6 Housing Element and would promote production of additional units which once developed would count toward Half Moon Bay's Cycle 6 Regional Housing Needs Allocations (RHNA's).

**NEXT STEPS:**

If Council elects to adopt a resolution awarding the allocations, staff will inform the applicants and provide them with information on next steps for the permitting process. Staff will likely next come to City Council for the annual Measure D Determination meeting during the first meeting in December, where the number of allocations for 2026 will be determined and any other minor administrative proposed changes will be discussed, such as those based on the Commission's scoring revision recommendations.

**ATTACHMENT:**

1. Resolution with Exhibit A, Scoring and Ranking
2. P-25-03 - Planning Commission Resolution for 2025 Measure D Outside of Downtown Allocations
3. C-2019-81 - City Council Resolution to Establish Transfer Procedure

**Resolution No. C-2025-\_\_\_\_\_**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HALF MOON BAY  
TO TRANSFER TWENTY MEASURE D ALLOCATIONS FROM THE 2025 DOWNTOWN BASE  
ALLOCATIONS TO OUTSIDE DOWNTOWN FOR SPECIFIED PROJECTS**

**WHEREAS**, Chapter 17.06 of the Half Moon Bay Municipal Code establishes a residential dwelling unit allocation system; and

**WHEREAS**, Section 17.06.120 establishes the distribution of residential dwelling unit allocations; and

**WHEREAS**, Section 17.06.120 further establishes that unused Downtown base allocations may be transferred to projects located outside the Downtown area after September 1<sup>st</sup> each year; and

**WHEREAS**, City Council has adopted procedures for approving such transfers by resolution based on findings; and

**WHEREAS**, City Council has followed the adopted procedures and made all of the required considerations; and

**WHEREAS**, for 2025, all 22 Measure D allocations for outside Downtown were issued on March 25, 2025; and

**WHEREAS**, for 2025, three of the 23 Measure D base Downtown allocations were issued; and

**WHEREAS**, the City was in receipt of additional applications for Measure D allocations for sites outside Downtown for 25 total allocations; and

**WHEREAS**, 13 applicants requested to be considered for transfers for a total of 21 allocations requesting a Measure D Transfer; and

**WHEREAS**, it is established that there are no known pending applications for a project(s) within Downtown needing Measure D Downtown base allocations for the remainder of 2025; and

**WHEREAS**, the projects outside the Downtown area include a form of more affordable housing in that each of the projects include a multi-family dwelling, accessory dwelling unit, or junior accessory dwelling unit; and

**WHEREAS**, the projects located outside the Downtown area have demonstrated readiness to submit a permit application; and

**WHEREAS**, the City Council considered any other criteria they deemed to be applicable for allowing allocation transfers for projects outside Downtown that meet stated City objectives.

**NOW, THEREFORE, BE IT RESOLVED THAT** the City Council of the City of Half Moon Bay hereby transfers a total of twenty Measure D Downtown base allocations to specified projects located outside Downtown for dwelling units for which the City is in receipt of an application for a Measure D allocation, and the applicants requested to be considered for Transfer. Measure D Certificates transferred pursuant to this resolution shall be allocated by staff to those projects specified within Exhibit A and approved herein.

\*\*\*\*\*

I, the undersigned, hereby certify that the foregoing Resolution was duly passed and adopted on the 2<sup>nd</sup> day of September 2025, by the City Council of Half Moon Bay by the following vote:

AYES, Councilmembers:

NOES, Councilmembers:

ABSENT, Councilmembers:

ABSTAIN, Councilmembers:

ATTEST:

APPROVED:

\_\_\_\_\_  
Maggie Rodriguez, Assistant City Clerk

\_\_\_\_\_  
Robert Brownstone, Mayor

	A	B	C	D	E	F	G	H	I	J	K	L
1	Exhibit A: 2025 Measure D Ranking			Scoring Criteria Categories								
	MDA #	Project Address	Unit Type	1. Infill Sites (max. 65 points)	2. Home Size, Scaling, and Clustering (max. 30 points)	3. Design for Walking and Bicycling (max. 12 points)	4. Design for Safety and Social Gathering (max. 10 points)	5. Design for Diverse Households (max. 15 points)	6. Landscaping (max. 32 points)	Total (max. 164 points)	Allocations Requested	Allocations Awarded/Recommended
2	MDA-2025-003	424 Valdez Ave.	ADU	65	21	10	10	15	29	150	1	1
4	MDA-2025-018	1049 Railroad Ave.	SFD/ADU/JADU	58.33	21.5	3	10	15	32	139.83	3	3
5	MDA-2025-002	2781 Pullman Avenue	SFD/ADU	63	17.5	1	10	15	29	135.5	2	2
6	MDA-2025-014	1573 Mizzen Ave.	SFD/ADU	63	19.5	0	5	15	32	134.5	2	2
7	MDA-2025-025	614 Myrtle St.	SFD/ADU	30	22	10	10	15	32	119	2	2
8	*MDA-2025-022	940 Main St.	MF	63.125	23	10	0	10	12	118.125	5	3
9	MDA-2025-012	443 Miramontes	ADU	30	20	11	10	15	32	118	1	1
10	MDA-2025-007	484 Laurel Ave.	ADU	30	22	12	10	15	29	118	1	1
11	MDA-2025-013	640 Myrtle St.	ADU	30	20	10	10	15	32	117	1	1
12	MDA-2025-015	550 Terrace Ave.	ADU	30	20	8	10	15	32	115	1	1
13	MDA-2025-024	147 Kelly Ave.	SFD/ADU	28.75	20	8	10	15	32	113.75	2	2
14	MDA-2025-001	775 3rd Avenue	SFD/ADU	28.75	17.5	10	10	15	32	113.25	2	2
15	MDA-2025-020	460 Poplar St.	ADU	30	20	9	10	15	29	113	1	1
16	*MDA-2025-022	940 Main St.	MF	63.125	23	10	0	10	12	118.125	2	2
17	MDA-2025-005	490 Pine Ave.	Duplex/ADU	30	23	12	0	15	32	112	3	3
18	MDA-2025-016	525 Metzgar St.	ADU	30	21	9	10	10	32	112	1	1
19	MDA-2025-023	855 Alsace Lorraine Ave.	ADU	30	20	9	10	15	27	111	1	1
20	MDA-2025-028	310 Grove St.	SFD/ADU	30	17.5	6	10	15	32	110.5	2	2
21	MDA-2025-008	400 Kehoe Ave.	ADU	30	20	3	10	15	32	110	1	1
22	MDA-2025-011	2210 Cabrillo HWY S.	ADU	30	20	3	10	15	32	110	1	1
23	MDA-2025-010	135 Kelly Ave.	SFD/ADU	27.5	17.5	8	10	15	32	110	2	2
24	MDA-2025-004	59 Valencia St.	ADU	30	20	2	10	15	32	109	1	1
25	MDA-2025-027	67 San Pablo St.	SFD/ADU	28.75	19.5	2	10	15	32	107.25	2	2
26	MDA-2025-006	2170 S. Cabrillo HWY	ADU	30	20	3	10	15	29	107	1	1
27	MDA-2025-026	2815 Champs Elysee	SFD/ADU	27.5	18.5	1	10	15	32	104	2	2
28	MDA-2025-009	759 Correas	ADU	25	20	11	10	5	32	103	1	1
29	MDA-2025-017	1049 Railroad Ave.	SFD/ADU	18.33	22	3	10	15	32	100.33	0	0
30	MDA-2025-021	219 Pilarcitos Ave.	JADU	30	22	12	10	10	15	99	0	0
31	MDA-2025-019	32 Jenna Ln.	SFD	22.14	15	11	5	15	29	97.14	1	0
32												
33												
34	Allocations Awarded in March 2025											
35	Recommended for Transfer											
36	No Request for Transfer Consideration											
37	Not receiving allocations											
38	*Indicates same submittal receiving portion of allocations											

**PLANNING COMMISSION RESOLUTION P-25-03**

**A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF HALF MOON BAY RATIFYING  
THE RANKING FOR 2025 MEASURE D APPLICATIONS FOR RESIDENTIAL UNIT ALLOCATIONS  
OUTSIDE OF DOWNTOWN**

**WHEREAS**, in 1999 the voters of Half Moon Bay adopted Measure D, the Residential Growth Initiative, which limits residential growth to no more than 1 to 1.5% per year; and

**WHEREAS**, as a part of the implementation of Measure D, the City of Half Moon Bay adopted and the Coastal Commission Certified the Residential Dwelling Unit Building Permit Allocation System Ordinance, Chapter 17.06 of the Half Moon Bay Municipal Code; and

**WHEREAS**, Chapter 17.06 established a process for ranking Measure D Certificate applications in the event that these applications exceed the number of residential allocations permitted in a given year; and

**WHEREAS**, on December 3, 2024, the City Council adopted Resolution C-2024-090, which established the maximum residential growth allocation for 2025 as 45 in the Downtown area and 22 outside of Downtown; and

**WHEREAS**, in January 2025, the City received requests for 2 Measure D allocations for Downtown and 47 Measure D allocations for outside; and

**WHEREAS**, staff reviewed all Measure D Certificate applications and supporting documents for outside of Downtown allocations and assigned points to each application according to the criteria stated in Chapter 17.06; and

**WHEREAS**, based on this review, the Community Development Director ranked all of the applications received for outside of Downtown prior to January 31, 2025; and

**WHEREAS**, the Community Development Director forwarded this ranking together with staff's final determination of the points to the Planning Commission; and

**WHEREAS**, the Planning Commission conducted a duly noticed public meeting on March 25, 2025, at which time all those desiring to be heard on the matter were given an opportunity to be heard; and

**WHEREAS**, the Planning Commission considered all written and oral public comment presented for their consideration; and

**WHEREAS**, the Planning Commission modified the Community Development Director's determination of residential dwelling unit allocations in accordance with Section 17.06.275(C) of the Half Moon Bay Municipal Code; and

**WHEREAS**, the Planning Commission determined, to distribute allocations equitably in accordance with Section 17.06.120(D) of the Half Moon Bay Municipal Code, only 3 of the 5 requested allocations shall be awarded to submittal MDA-2025-022 at this time, and recommended that the City Council consider awarding 2 Downtown transfer allocations to MDA-2025-022, if available, in September 2025.

**NOW, THEREFORE BE IT RESOLVED**, the Planning Commission ratifies the determination of the point allocations and ranking for the year 2025 Measure D Certificates set forth in Exhibit A to this resolution.

**PASSED AND ADOPTED** by the City of Half Moon Bay Planning Commission at the regularly scheduled meeting on March 25, 2025.

AYES, Gorn, Gossett, Hernandez, Ruddock  
NOES, Rems  
ABSENT,  
ABSTAIN,

APPROVED:



Steve Ruddock, Chair



Leslie Lacko,  
Community Development Director

A		B		C		D		E		F		G		H		I		J		K		L	
Exhibit A: 2025 Measure D Ranking																							
MDA #	Project Address	Unit Type	1. Infill Sites (max. 65 points)	2. Home Size, Scaling, and Clustering (max. 30 points)	3. Design for Walking and Bicycling (max. 12 points)	4. Design for Safety and Social Gathering (max. 10 points)	5. Design for Diverse Households (max. 15 points)	6. Landscaping (max. 32 points)	Total (max. 164 points)	Allocations Requested	Allocations Awarded												
3	MDA-2025-003	424 Valdez Ave.	ADU	65	21	10	10	15	29	150	1	1											
4	MDA-2025-018	1049 Railroad Ave.	SFD/ADU/JADU	58.33	21.5	3	10	15	32	139.83	3	3											
5	MDA-2025-002	2781 Pullman Avenue	SFD/ADU	63	17.5	1	10	15	29	135.5	2	2											
6	MDA-2025-014	1573 Mirzen Ave.	SFD/ADU	63	19.5	0	5	15	32	134.5	2	2											
7	MDA-2025-025	614 Myrtle St.	SFD/ADU	30	22	10	10	15	32	119	2	2											
8	MDA-2025-022	940 Main St.	MF	63.125	23	10	0	10	12	118.125	5	3											
9	MDA-2025-012	443 Miramontes	ADU	30	20	11	10	15	32	118	1	1											
10	MDA-2025-007	484 Laurel Ave	ADU	30	22	12	10	15	29	118	1	1											
11	MDA-2025-013	640 Myrtle St.	ADU	30	20	10	10	15	32	117	1	1											
12	MDA-2025-015	550 Terrace Ave.	ADU	30	20	8	10	15	32	115	1	1											
13	MDA-2025-024	147 Kelly Ave.	SFD/ADU	28.75	20	8	10	15	32	113.75	2	2											
14	MDA-2025-001	775 3rd Avenue	SFD/ADU	28.75	17.5	10	10	15	32	113.25	2	2											
15	MDA-2025-020	460 Poplar St.	ADU	30	20	9	10	15	29	113	1	1											
16	MDA-2025-022	940 Main St.	ADU	63.125	23	10	0	10	12	118.125	-	-											
17	MDA-2025-005	490 Pine Ave.	Duplex/ADUx2	30	23	12	0	15	32	112	4	0											
18	MDA-2025-016	525 Metzgar St.	ADU	30	21	9	10	10	32	112	1	0											
19	MDA-2025-023	855 Alsace Lorraine Ave.	ADU	30	20	9	10	15	27	111	1	0											
20	MDA-2025-028	310 Grove St.	SFD/ADU	30	17.5	6	10	15	32	110.5	2	0											
21	MDA-2025-008	400 Kehoe Ave.	ADU	30	20	3	10	15	32	110	1	0											
22	MDA-2025-011	2210 Cabrillo HWY S.	ADU	30	20	3	10	15	32	110	1	0											
23	MDA-2025-010	135 Kelly Ave.	SFD/ADU	27.5	17.5	8	10	15	32	110	1	0											
24	MDA-2025-004	59 Valencia St.	ADU	30	20	2	10	15	32	109	1	0											
25	MDA-2025-027	67 San Pablo St.	SFD/ADU	28.75	19.5	2	10	15	32	107.25	2	0											
26	MDA-2025-006	2170 S. Cabrillo HWY	ADU	30	20	3	10	15	29	107	1	0											
27	MDA-2025-026	2815 Champs Elysee	SFD/ADU	27.5	18.5	1	10	15	32	104	2	0											
28	MDA-2025-009	759 Correas	ADU	25	20	11	10	5	32	103	1	0											
29	MDA-2025-017	1049 Railroad Ave.	SFD/ADU	18.33	22	3	10	15	32	100.33	2	0											
30	MDA-2025-021	219 Pilarcitos Ave.	JADU	30	22	12	10	10	15	99	1	0											
31	MDA-2025-019	32 Jenna Ln.	SFD	22.14	15	11	5	15	29	97.14	1	0											
32																							
33																							
34		Receiving allocations																					
35		Net receiving allocations																					
36		*Indicates same submittal receiving portion of allocations																					
										Total # Allocations:	47	Requested	22 Available										

**Resolution No. C-2019-81**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HALF MOON BAY  
TO ESTABLISH A PROCEDURE FOR TRANSFERRING MEASURE D ALLOCATIONS FROM  
DOWNTOWN BASE ALLOCATIONS TO OUTSIDE DOWNTOWN**

**WHEREAS**, Chapter 17.06 of the Half Moon Bay Municipal Code establishes a residential dwelling unit allocation system; and

**WHEREAS**, Section 17.06.120. establishes the distribution of residential dwelling unit allocations; and

**WHEREAS**, Section 17.06.120. further establishes that unused Downtown base allocations may be transferred to projects located outside the Downtown area after September 1st; and

**WHEREAS**, Section 17.06.120 does not specify a procedure for approving such a transfer, nor has one every been administered; and

**WHEREAS**, on September 3, 2019 City Council determined that such a transfer should be approved through a resolution of the City Council based on findings; and

**WHEREAS**, City Council and Chapter 17.06 of the Municipal Code prioritize affordable housing;

**NOW, THEREFORE, BE IT RESOLVED THAT** the City Council of the City of Half Moon Bay hereby establishes a procedure for transferring a portion or all of the Measure D Downtown base allocations to projects located outside Downtown; that transfers be approved by a resolution of the City Council in September or October, and that transfers be approved subject to the following findings:

- a. That it is established that there are no known pending applications for a project(s) within Downtown needing Measure D Downtown base allocations; and
- b. That allocation transfers are prioritized for projects outside Downtown that include some form of more affordable housing, including but not limited to accessory dwelling units, duplexes, triplexes, or other multi-family units; and
- c. That the applicant applying for a transferred Measure D allocation for a project site outside Downtown demonstrates that the application(s) for the associated permit(s) have been prepared, including but not limited to a Coastal Development Permit or a Building Permit; and

- d. That transferred allocations may be allocated to single-family homes that include a component of affordability including an accessory dwelling unit or a City approved deed restriction; and
- e. That City Council consider any other criteria they deem to be applicable for allowing allocation transfers for projects outside Downtown that meet stated City objectives.

\*\*\*\*\*

I, the undersigned, hereby certify that the foregoing Resolution was duly passed and adopted on the 17<sup>th</sup> day of September, 2019 by the City Council of Half Moon Bay by the following vote:

AYES, Councilmembers:       Brownstone, Penrose, Ruddock, Eisen, Rarback

NOES, Councilmembers:

ABSENT, Councilmembers:

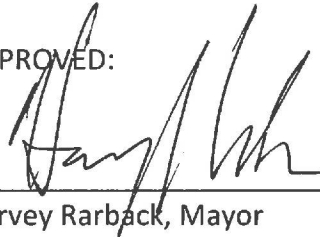
ABSTAIN, Councilmembers:

ATTEST:



*For* \_\_\_\_\_  
Jessica Blair, City Clerk

APPROVED:



\_\_\_\_\_  
Harvey Rarback, Mayor

**BUSINESS OF THE COUNCIL OF THE CITY OF HALF MOON BAY**

**AGENDA REPORT**

For meeting of: **September 2, 2025**

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**TO:** Honorable Mayor and City Council

**VIA:** Matthew Chidester, City Manager

**FROM:** Irma Acosta, Administrative Analyst

**TITLE: AMENDMENT TO THE TOLEMI CONTRACT FOR SOFTWARE TO SUPPORT THE RENTAL REGISTRATION AND RENT STABILIZATION PROGRAMS**

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**RECOMMENDATION:**

Adopt a resolution authorizing the City Manager to approve an amendment to the Tolemi contract through February 2026 for \$16,666.67, with an option to extend through June 2026 for a total of \$25,000.

**FISCAL IMPACT:**

The cost of extending the Tolemi contract amendment through February 28, 2026, is \$16,666.67, or a total of \$25,000 if extended through June 30, 2026. These costs will be covered by revenue from per-unit registration fees and supplemented as needed by the Affordable Housing Fund.

**STRATEGIC ELEMENT:**

This action supports the *Healthy Communities and Public Safety*, and *Inclusive Governance* Elements of the Strategic Plan.

**BACKGROUND:**

The Rental Registration and Rent Stabilization programs were launched during the Summer of 2024 and are now in their second year of implementation. Both programs stem from policy direction provided by the City Council during the November 7, 2023, study session on tenant protections. That direction led to the creation and adoption of *Title 6 Housing* in the City's Municipal Code, which provides the foundation for monitoring rental housing and protects tenants from excessive rent increases. Along with adopting the Rental Registration and Rent Stabilization Ordinances, the Council also authorized funding from the City's Affordable Housing Fund to support the implementation and administration of these programs, which would then be reimbursed by collection of respective fees.

To administer the data collection, the City contracted with Tolemi (OpportunitySpace, Inc.), a vendor that specializes in housing-data management. Tolemi's web-based platform supports

City staff and landlords. Through a portal developed for the City, landlords can register their rental units, pay registration fees, and submit required notices, including rent increase notices. Staff use the platform to manage compliance and generate reports. In addition to supporting the day-to-day needs of the programs, Tolemi provides reliable data on the housing stock in Half Moon Bay. This information can be used to inform future housing policy, monitor compliance, and ensure that the City has the tools and accurate information needed to support tenant protection goals.

In the initial year of the programs, the City spent roughly \$38,400 on implementation and utilization of the database, including data management, ongoing customer support, and maintenance.

**DISCUSSION:**

At the May 6, 2025, meeting, the City Council considered three potential options for the future of the Rental Registration and Rent Stabilization programs and ultimately decided to select Option 3: Retention of Programs with Modifications. This option allowed for both programs to remain in place while staff further evaluate the impact of these programs over time, particularly as more data is collected and tenant-landlord engagement continues. Council also directed staff to return in six months with an update on the pilot's performance and fiscal impacts, at which time Council may provide further direction on the long-term future of the programs.

The Rental Registration and Rent Stabilization programs currently rely on Tolemi's software platform to manage administrative functions. This includes facilitating landlord registrations, processing fee payments, submitting required notices, and supporting compliance and enforcement efforts. The platform also provides staff with the tools needed to organize and analyze rental housing information collected through the programs, ensuring accurate reporting.

Based on Council and community concerns and feedback, Staff researched data management practices, compared Tolemi's policies and practices with vendors used by other municipalities, and worked with the City's legal team to review findings. While the one comparison vendor addressed a broader range of issues, Tolemi's policies were more detailed in areas such as account access and user management, and the platform is hosted on Amazon Web Services (AWS), a widely used and well-regarded cloud platform. The legal team also reviewed Tolemi's privacy policy and found it to be more comprehensive than that of another leading vendor with respect to the California Online Privacy Protection Act (CalOPPA). Based on this information, staff came to the conclusion that Tolemi provides appropriate security for managing sensitive landlord and tenant information.

The City's agreement with Tolemi expired on June 30, 2025. However, to maintain program continuity beyond that date, an additional contract amendment is necessary. Tolemi has prepared an amendment (Attachment A) that would extend services through February 28, 2026, with the option to extend through June 30, 2026. The cost of this extension is \$16,666.67 through February 2026, and \$25,000 if extended through June 2026.

Because the programs are still operating and will undergo an evaluation by the City Council in early 2026, the City needs to preserve continuity of services during this period. Extending the contract ensures that landlords, tenants, and staff experience no disruption in program operations, while also giving Council flexibility to determine the long-term direction of the programs in the future.

**CONCLUSION:**

Staff recommends an amendment extending the Tolemi contract through February 2026 with the option to extend through June 2026, providing the City with a platform to continue managing the Rent Registry and Rent Stabilization programs. This amendment allows continuity of services for landlords and staff and provides the City with reliable data and reporting tools that are essential for tracking the program's performance and informing future Council decisions on the programs.

**ATTACHMENTS:**

1. Resolution
2. Tolemi Agreement

**RESOLUTION NO. C-2025-**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HALF MOON BAY AUTHORIZING THE CITY MANAGER TO APPROVE AN AMENDMENT TO THE TOLEMI CONTRACT THROUGH FEBRUARY 2026, WITH AN OPTION TO EXTEND THROUGH JUNE 2026**

**WHEREAS**, the City of Half Moon Bay launched the Rent Registry and Rent Stabilization programs in Summer 2024 following City Council’s adoption of Title 6, Housing, in the City’s Municipal Code; and

**WHEREAS**, these programs provide protections to tenants, ensure compliance with rent stabilization regulations, and require reliable data collection and management to track performance and inform policy decisions; and

**WHEREAS**, to help administer these programs, the City contracted with Tolemi (OpportunitySpace, Inc.), a vendor specializing in housing data management, whose web-based platform supports landlord registrations, fee collection, submission of required notices, compliance tracking, and reporting; and

**WHEREAS**, the City’s contract with Tolemi expired on June 30, 2025; and

**WHEREAS**, the continuation of the Tolemi platform is necessary to ensure uninterrupted operation of the Rent Registry and Rent Stabilization programs during the ongoing pilot evaluation period, and to provide the City with reliable data for determining the long-term future of the programs; and

**WHEREAS**, Tolemi has prepared an amendment to extend services through February 28, 2026, at a cost of \$16,666.67, with an option to extend through June 30, 2026, at a total cost of \$25,000, to be funded through per-unit registration fees and, as needed, the Affordable Housing Fund.

**NOW, THEREFORE, BE IT RESOLVED THAT** the City Council of the City of Half Moon Bay hereby authorizes the City Manager to approve an amendment to the Tolemi contract through February 2026, with an option to extend through June 2026.

\*\*\*\*\*

I, the undersigned, hereby certify that the foregoing Resolution was duly passed and adopted on the 2<sup>nd</sup> day of September 2025, by the City Council of Half Moon Bay by the following vote:

AYES, Councilmembers:

NOES, Councilmembers:

ABSENT, Councilmembers:

ABSTAIN, Councilmembers:

ATTEST:

APPROVED:

---

Maggie Rodriguez, Assistant City Clerk

---

Robert Brownstone, Mayor

**Agreement**

This Agreement outlines the deployment of Tolemi’s mobile and web-based applications for City of Half Moon Bay ("Client") including associated roles, responsibilities, activities, and deliverables.

Tolemi	Client
OpportunitySpace, Inc. (d.b.a "Tolemi") 295 Devonshire St. 4thFL Boston, MA 02110 T: 800-535-2329 E: info@tolemi.com	City of Half Moon Bay 501 Main Street Half Moon Bay, CA 94019 T: [

**I. Objectives**

The Client is continuing use of Tolemi BuildingBlocks and Slate, but requires the ability to end the use of Tolemi products in February 2026.

**II. Ongoing Support**

Hosting & Support (Ongoing for Term of License)

- Tolemi to host the BuildingBlocks and Slate applications and the underlying database
- Tolemi to provide ongoing customer support via channels including telephone, email, and online chat
- Tolemi to load additional data sets, as specified by the Client, quarterly beginning no less than three months after conclusion of Launch
- Tolemi to deploy upgrades in concert with ongoing maintenance and improvements of the BuildingBlocks and Slate applications

Client agrees to the Terms of Services that govern the use of Tolemi products and services.

**III. Term of Engagement**

This Agreement is effective as of July 1, 2025 and will continue until February 28, 2026 with a Client option to extend until June 30, 2026. Either party may terminate if the other party materially breaches this Agreement

and, after receiving a written notice describing the circumstances of the default, fails to correct the breach within thirty calendar days. Upon any termination or expiration of this Agreement all rights granted to Client are cancelled and revert to Tolemi. Upon termination, Client shall cease all administrative use of software, shall surrender all access codes/keys, and destroy all copies of the platform (in whole or in part) in your possession or control.

Ongoing web hosting, support, data loading, system maintenance, and upgrades will extend through the period of the License Agreement. Continued access to BuildingBlocks and support beyond the expiration of these Terms is subject to a renewed license fee.

**IV. Option Selection and Pricing**

Optionality	Start Date (Payment Due)	End Date	Amount
Required	7/1/2025	9/30/2025	\$6,250.00
Required	10/1/2025	12/31/2025	\$6,250.00
Required	1/1/2026	2/28/2026	\$4,166.67
Client Option	3/1/2026	6/30/2026	\$8,333.33

Tolemi	Client
Signature:	Signature:
Name: Daniel Marconi Title: VP of Sales	Name: Title:
Date:	Date:

**BUSINESS OF THE COUNCIL OF THE CITY OF HALF MOON BAY**

**AGENDA REPORT**

For meeting of: **September 02, 2025**

---

**TO:** Honorable Mayor and City Council

**VIA:** Matthew Chidester, City Manager

**FROM:** Dale Leda, Associate Engineer  
Maziar Bozorginia, Public Works Director/City Engineer

**TITLE:** **FISCAL YEAR 2025-26 PAVEMENT MANAGEMENT PROJECT**

---

**RECOMMENDATION:**

Adopt a resolution authorizing the City Manager, or his designee, to advertise the Fiscal Year 2025-26 Pavement Management Project for construction.

**FISCAL IMPACT:**

The estimated cost for the FY 2025-26 Pavement Project is \$965,000, with a total budget allocation of \$1,000,000. Funding includes an estimated \$635,000 in combined revenue from the Senate Bill 1 (SB-1) Road Maintenance and Rehabilitation Account (RMRA) and Highway Users Tax Account (HUTA). The remaining balance of funds (\$365,000) is from the adopted FY 2025-26 Capital Improvement Program (CIP 1038).

**STRATEGIC ELEMENT:**

This action supports the Infrastructure and Environment, Healthy Communities and Public Safety, Fiscal Sustainability, and Inclusive Governance Elements of the Strategic Plan.

**BACKGROUND:**

The city maintains 27.9 miles of streets covering approximately 4.6 million square feet of pavement, representing a valuable \$56.6 million infrastructure asset that serves residents, businesses, and visitors throughout Half Moon Bay. Proactive pavement maintenance is essential to preserve this critical transportation network and ensure safe, reliable travel for the community.

The Pavement Condition Index (PCI) is a nationally recognized system that scores street conditions on a scale of 0 to 100, with higher numbers indicating better pavement quality. Different treatments affect PCI in different ways: preventive maintenance, such as slurry seal, extends pavement life and modestly improves PCI, while major rehabilitation, such as overlays or reconstruction, addresses structural issues and produces larger gains. Because PCI is

calculated as a citywide average, improving streets in fair to good condition often raises the overall PCI more than repairing streets in very poor condition. Maintenance and rehabilitation treatments can restore fair or good streets close to new condition. Very poor streets usually require costly reconstruction and, even after repair, contribute less to the citywide average.

As documented in the 2024/2025 Pavement Management Report prepared by AMS Consulting (Attachment 4), the City's overall network Pavement Condition Index (PCI) is 64, classified as "At Risk to Fair" under MTC standards. Notably, 46% of the City's roads are in "Good to Excellent" condition with a PCI of 70 and above, providing a solid foundation for strategic maintenance investments. The remaining network includes 29% in the "At Risk to Fair" category (PCI 50-69), 20% in "Poor" condition (PCI 25-49), and 5% requiring more intensive treatment.

The FY 2025-26 Pavement Project represents a deliberate first phase in a two-year plan for the City's pavement preservation program. While this year's phase will consist of more substantial rehabilitation, the future FY 2026-27 phase will focus more on preventative maintenance. Streets included in this plan were carefully selected through data-driven analysis and recommendations from the AMS Pavement Management Report, ensuring that maintenance investments are targeted to achieve maximum benefit and extend the useful life of our street network.

**DISCUSSION:**

The FY 2025-26 Pavement Management Project includes work on eight streets in the Arleta Park neighborhood: Miramontes Avenue, Alsace Lorraine Avenue, Potter Avenue, Myrtle Street, Filbert Street, Granelli Avenue, 2nd Avenue, and Valdez Avenue.

**Strategic Treatment Approach:** The project employs proven, cost-effective pavement treatments tailored to each street's specific conditions. This year's project prioritizes streets requiring cold-plane and ac overlays to maximize the efficiency of project mobilization and in anticipation of the cooler, late season weather. Next year's project will cover a larger area of streets and include treatments such as deep patch ac repairs, crack sealing, and slurry seal, and will be ready for construction earlier in the summer months.

As highlighted in the AMS analysis, a strategic approach to preventative maintenance delivers exceptional value by extending pavement life and maintaining safe driving conditions. Proactive investments in streets while they remain in good condition can prevent costly reconstruction and provide significant long-term savings to taxpayers.

**Investment Strategy:** This \$965,000 investment represents a strategic enhancement to the City's typical annual pavement funding of approximately \$830,000. This increased investment will help slow network deterioration and address priority maintenance needs more effectively than baseline funding levels. This approach demonstrates the City's commitment to responsible stewardship of community infrastructure assets.

**Project Timeline:** Staff has designed an efficient timeline that maximizes construction season opportunities. With Council’s approval, this year’s project will be advertised on September 5, 2025. Staff would bring a winning bid back to Council for award on October 7, with a tentative construction schedule from October 15 through December 31, 2025. This schedule ensures work completion within the year while taking advantage of weather conditions for pavement work. The concentrated effort on eight streets will also minimize disturbance to the surrounding neighborhood.

**Community Coordination:** Staff are committed to minimizing disruption during construction through careful coordination and communication. While temporary impacts such as traffic control, parking restrictions, and construction activity are necessary, the project team will work closely with residents, businesses, and schools to provide advance notice and limit inconvenience. Special attention will be given to school zones, with work restrictions during drop-off and pick-up hours to ensure student safety and to minimize traffic impacts.

**Next Steps:** Upon Council authorization, staff will promptly advertise the FY 2025-26 project to the construction community and return to Council with a competitive bid recommendation, enabling timely project implementation.

**ATTACHMENTS:**

1. Resolution Authorizing Advertisement of the FY 2025-26 Pavement Project
2. FY 2025-26 Pavement Management Project Plans
3. FY 2025-26 Engineer's Estimate
4. [2024-25 Pavement Management Report by AMS Consulting](#) (document link)
5. FY 2025-26 Pavement Management Project CIP Project Page

**RESOLUTION NO. C-2025-\_\_\_\_\_**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HALF MOON BAY AUTHORIZING THE CITY MANAGER OR HIS DESIGNEE TO ADVERTISE THE FISCAL YEAR 2025-26 PAVEMENT MANAGEMENT PROJECT FOR CONSTRUCTION**

**WHEREAS**, the City of Half Moon Bay owns and maintains 27.9 miles of streets covering approximately 4.6 million square feet of pavement, representing a valuable infrastructure asset with an estimated replacement value of over \$56.6 million; and

**WHEREAS**, the 2024/2025 Pavement Management Report prepared by AMS Consulting documents the City's overall network Pavement Condition Index (PCI) at 64; and

**WHEREAS**, the Fiscal Year 2025-26 Pavement Management Project includes Miramontes Avenue, Alsace Lorraine Avenue, Myrtle Street, Filbert Street, Granelli Avenue, Potter Avenue, Valdez Avenue and 2nd Avenue; and

**WHEREAS**, these streets were strategically selected based on data-driven analysis and recommendations from the AMS Pavement Management Report to maximize the cost-effectiveness of pavement maintenance investments; and

**WHEREAS**, the estimated project cost is \$965,000 with a total budget allocation of \$1,000,000, funded through Senate Bill 1 revenues and the remainder from the FY 2025-26 Capital Improvement Program (CIP 1038); and

**WHEREAS**, advertising the project for construction bids will enable the City to secure competitive pricing and ensure timely construction from October 15, through December 31, 2025.

**NOW, THEREFORE, BE IT RESOLVED THAT** the City Council of the City of Half Moon Bay hereby authorizes the City Manager or his designee to advertise the Fiscal Year 2025-26 Pavement Management Project for construction.

\*\*\*\*\*

I, the undersigned, hereby certify that the foregoing Resolution was duly passed and adopted on the 2<sup>nd</sup> of September 2025, by the City Council of Half Moon Bay by the following vote:

AYES, Councilmembers:

NOES, Councilmembers:

ABSENT, Councilmembers:

ABSTAIN, Councilmembers:

ATTEST:

APPROVED:

\_\_\_\_\_

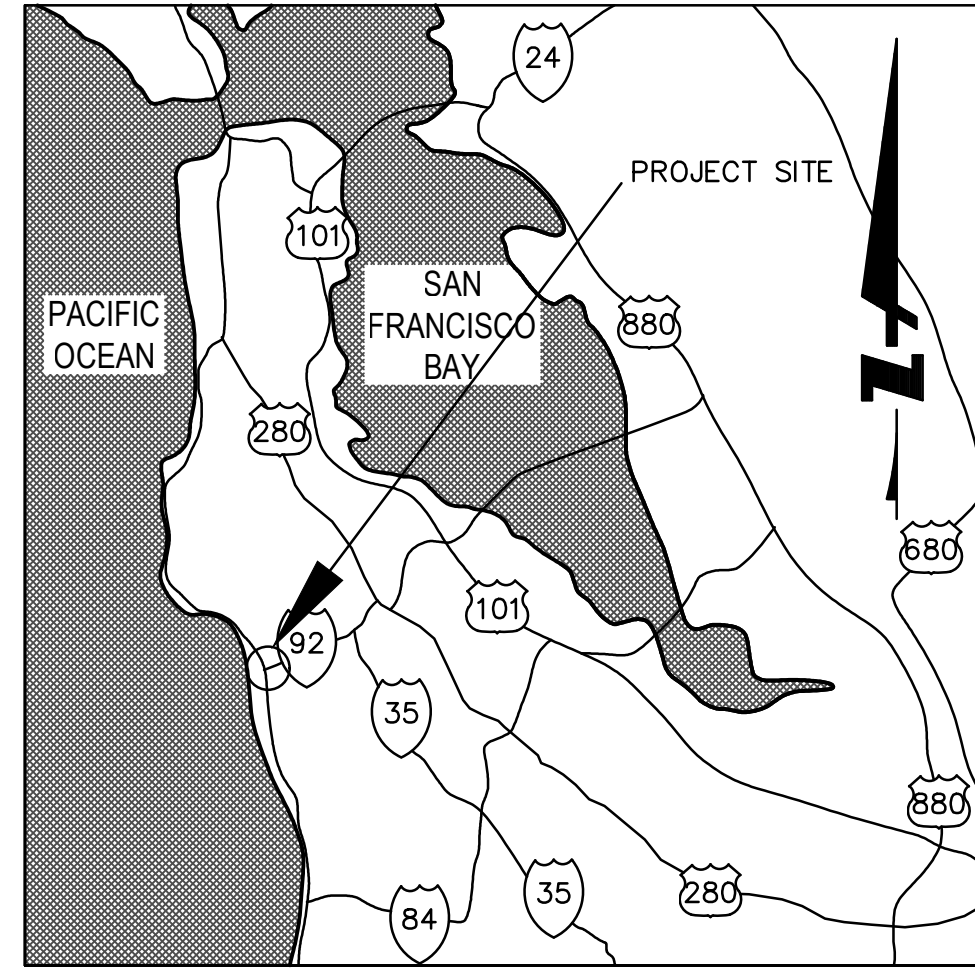
\_\_\_\_\_

Maggie Rodriguez, Assistant City Clerk

Robert Brownstone, Mayor

# FY 25/26 PAVEMENT MANAGEMENT PROJECT

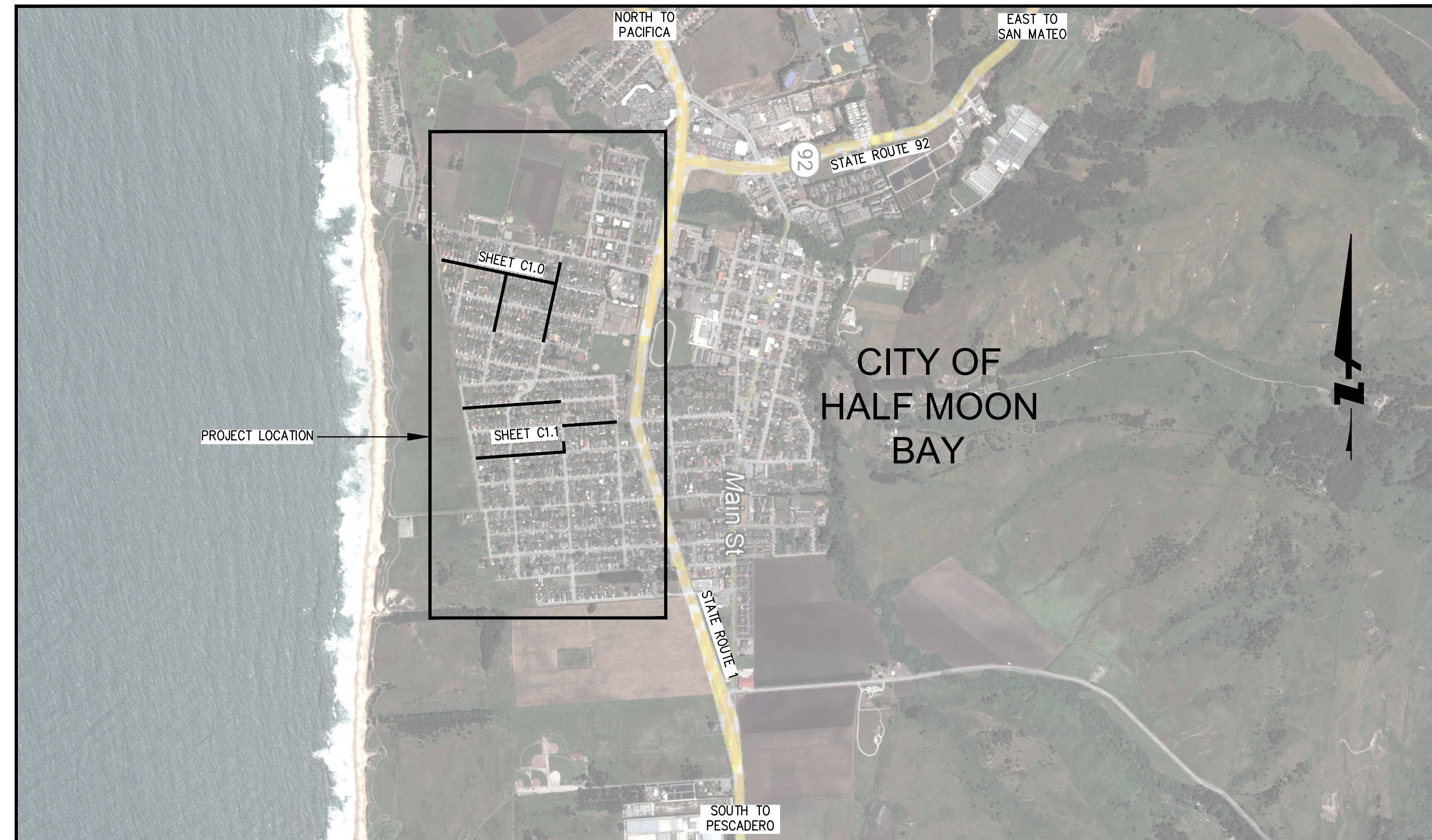
## IN SAN MATEO COUNTY IN THE CITY OF HALF MOON BAY



**VICINITY MAP**  
N.T.S.

**ABBREVIATIONS:**

AB	AGGREGATE BASE
AC	ASPHALT CONCRETE
AD	AREA DRAIN
BFPD	BACK FLOW PREVENTION DEVICE
CB	CATCH BASIN
CL	CENTER LINE
CONC	CONCRETE
DWY	DRIVEWAY
(E)	EXISTING
EG	EXISTING GRADE
ELEC	ELECTRICAL
EM	ELECTRICAL METER
EP	EDGE OF PAVEMENT
FM	FORCE MAIN LINE
FW	FIRE WATER LINE
GB	GRADE BREAK
GM	GAS METER
GV	GATE VALVE
JT	JOINT TRENCH
JP	JOINT POLE
LD	LANDSCAPE DRAIN
LF	LINEAR FEET
(F)	NEW
PKG	PARKING
S	SLOPE
SD	STORM DRAIN
SDCO	STORM DRAIN CLEANOUT
SICB	SIDE INLET CATCH BASIN
SS	SANITARY SEWER
SSCO	SANITARY SEWER CLEANOUT
TYP	TYPICAL
WM	DOMESTIC WATER LINE
	WATER METER



**LOCATION MAP**  
N.T.S.

**LEGEND:**

EXISTING	PROPOSED		
---	---	---	LIMIT OF WORK
○	○	---	CLEAN OUT TO GRADE
○	○	○	FOUND MONUMENT
○	○	○	VALVE
○	○	○	METER BOX
○	○	○	STREET LIGHT
○	○	○	DRAIN
○	○	○	CATCH BASIN
○	○	○	FIRE HYDRANT
○	○	○	MANHOLE
○	○	○	SIGN
○	○	○	DETAIL NUMBER
○	○	○	SHEET LOCATION

**SHEET INDEX**

SHEET NO.	DESCRIPTION
C0.0	TITLE SHEET, NOTES, LEGEND, AND ABBREVIATIONS
C1.0	SIGNING, STRIPING, AND PAVING PLAN
C1.1	SIGNING, STRIPING, AND PAVING PLAN
C2.0	CONSTRUCTION DETAILS
C3.0	COUNTY BMP FACT SHEET

**TECHNICAL SPECIFICATIONS AND CONSTRUCTION NOTES**

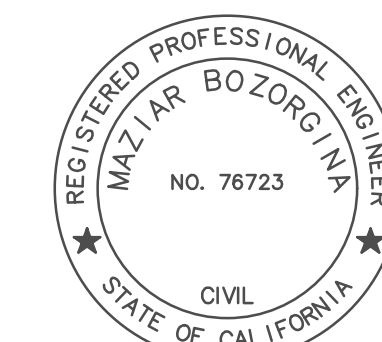
- CONTRACTOR SHALL CONDUCT ALL GRADING OPERATIONS IN ACCORDANCE WITH CITY OF HALF MOON BAY ORDINANCES AND STANDARDS WITH THE CONSTRUCTION SAFETY ORDERS OF THE STATE OF CALIFORNIA, DEPARTMENT OF INDUSTRIAL RELATIONS, DIVISION OF INDUSTRIAL SAFETY. IN ADDITION, CONTRACTOR SHALL COMPLY WITH ALL REQUIREMENTS OF GENERAL OSHA STANDARDS FOR THE PROTECTION OF WORKMEN AND THE GENERAL PUBLIC. OSHA PERMITS ARE REQUIRED FOR ANY EXCAVATION OVER 5 FEET. CONTRACTOR SHALL PROVIDE ALL NECESSARY SHEETING, SHORING AND BRACING.
- CONTRACTOR SHALL TAKE ALL SUCH MEASURES NECESSARY TO CONTROL DUST IN CONSTRUCTION AREAS OR ON ACCESS ROADS. SUFFICIENT WATER TRUCKS SHALL BE MADE AVAILABLE FOR DUST CONTROL PURPOSES. ALL EXPOSED SOIL SURFACES SHALL BE MOISTENED AS REQUIRED TO AVOID NUISANCE CONDITIONS AND INCONVENIENCES FOR LOCAL RESIDENTS AND TRAVELERS OF NEARBY ROADWAYS.
- CONTRACTOR MUST CALL U.S.A. ALERT A MINIMUM OF 48 HOURS PRIOR TO STARTING WORK. UTILITIES SHOWN ARE FROM AVAILABLE RECORDS AND FIELD MEASUREMENTS. IT IS THE CONTRACTOR'S RESPONSIBILITY TO VERIFY THE EXACT LOCATION AND DEPTH OF ALL UTILITIES PRIOR TO CONSTRUCTION. CONTRACTOR SHALL PROTECT EXISTING UTILITIES EXPOSED DURING CONSTRUCTION AND SHALL BE RESPONSIBLE FOR DAMAGE TO ALL EXISTING FACILITIES, WHETHER SHOWN ON PLANS OR NOT. CONTRACTOR SHALL RESTORE ANY UTILITIES DAMAGED DURING THE COURSE OF THE WORK.
- ALL DIMENSIONS SHALL BE FIELD VERIFIED BY CONTRACTOR PRIOR TO CONSTRUCTION. IF FIELD CONDITIONS VARY SIGNIFICANTLY FROM THE CONSTRUCTION PLANS, CONTRACTOR SHALL INFORM THE ENGINEER IMMEDIATELY.
- CONTRACTOR SHALL ASSUME SOLE AND COMPLETE RESPONSIBILITY FOR JOB SITE CONDITIONS DURING THE COURSE OF CONSTRUCTION OF THIS PROJECT, INCLUDING SAFETY OF ALL PERSONS AND PROPERTY, THAT THIS REQUIREMENT SHALL APPLY CONTINUOUSLY AND NOT BE LIMITED TO NORMAL WORKING HOURS, AND THAT THE CONTRACTOR SHALL DEFEND, INDEMNIFY AND HOLD THE OWNER AND CIVIL ENGINEER HARMLESS FROM ANY AND ALL LIABILITY IN CONNECTION WITH THE PERFORMANCE OF WORK ON THIS PROJECT EXCEPTING FOR LIABILITY ARISING FROM THE SOLE NEGLIGENCE OF THE OWNER OR CIVIL

- ENGINEER.
- CONSTRUCTION SHALL BE LIMITED TO WEEKDAYS ONLY, MONDAY THROUGH FRIDAY. OPERATIONS ON WEEKENDS AND OBSERVED CITY HOLIDAYS ARE PROHIBITED. CONSTRUCTION ON ALSACE LORRAINE AVENUE AND CENTRAL AVENUE ARE LIMITED TO THE HOURS OF 9:00AM TO 2:00PM. WORK ON ALL OTHER STREETS IS PERMITTED BETWEEN THE HOURS OF 8:00AM TO 5:00PM. NOISE LEVELS OF CONSTRUCTION EQUIPMENT SHALL BE KEPT TO A MINIMUM, USING SOUND MUFFLING DEVICES IN ACCORDANCE WITH PREVAILING REQUIREMENTS. SITE PREPARATION AND CONSTRUCTION SHALL BE CONDUCTED SO AS TO MINIMIZE EXCESSIVE NOISE, DUST, DEBRIS AND DISTURBANCE TO NEIGHBORS WITHIN 500 FEET.
- CONTRACTOR SHALL PROVIDE ALL LIGHTS, SIGNS, BARRICADES, FLAG MEN, CONES OR OTHER DEVICES NECESSARY TO PROVIDE FOR PUBLIC SAFETY IN ACCORDANCE WITH THE SPECIFICATIONS.
- CONTRACTOR TO MAINTAIN A MEANS OF ACCESS TO PROPERTIES, DRIVEWAYS, AND DWELLINGS AT ALL TIMES OR AS OTHERWISE APPROVED.
- CONSTRUCTION SITE DEWATERING METHODS, IF NEEDED, SHALL BE SUBMITTED AND APPROVED BY THE CITY ENGINEER.
- CONTRACTOR SHALL NOTIFY THE FOLLOWING AGENCIES AT LEAST 48 HOURS TO BEGINNING WORK:

INSPECTOR TESTING	CITY OF HALF MOON BAY
DESIGNATED	PUBLIC WORKS INSPECTOR
CONTRACT	ROB EASTMAN
INSPECTOR	(650) 726-8270
- NO MATERIALS, DEBRIS OR OTHER ARTICLES SHALL BE STORED OR PLACED WITHIN ANY PUBLIC RIGHT OF WAY PRIOR TO CONSTRUCTION OR WITHOUT CITY ENGINEER APPROVAL.
- SUBGRADE IN AREAS TO BE PAVED SHALL BE SCARIFIED, MOISTENED, AND COMPACTED TO A MINIMUM OF 95% OF THE MATERIAL'S MAXIMUM DRY DENSITY AS DETERMINED BY ASTM D-1557-00 (OR MOST RECENT EDITION) FOR THE UPPER 12 INCHES.

**TRAFFIC CONTROL NOTES**

- OVERNIGHT PARKING OF CONSTRUCTION EQUIPMENT IN THE STREET RIGHT-OF-WAY SHALL NOT BE PERMITTED, EXCEPT AT LOCATION(S) APPROVED BY THE CITY ENGINEER.
- CONTRACTOR SHALL SUBMIT A TRAFFIC CONTROL PLAN (T.C.P.) TO THE PUBLIC WORKS DEPARTMENT FOR APPROVAL A MINIMUM OF 5 DAYS PRIOR TO ANY WORK WITHIN AN EXISTING PUBLIC STREET, PEDESTRIAN PATH OR BICYCLE PATH. THE PLAN SHALL BE SIGNED BY A LICENSED CIVIL OR TRAFFIC ENGINEER WHEN IT INVOLVES AN ARTERIAL STREET. CONTRACTOR SHALL PROVIDE ALL NECESSARY TRAFFIC CONTROL IN ACCORDANCE WITH THE LATEST EDITION OF THE "CALIFORNIA MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES" WHILE WORKING WITHIN THE PUBLIC RIGHT-OF-WAY. ONE TRAFFIC LANE (10' MIN) SHALL BE OPEN TO VEHICULAR TRAFFIC DURING ALL HOURS, WEEKENDS, AND HOLIDAYS. STREET CLOSURE AND DETOURS SHALL ONLY TAKE PLACE UPON CITY ENGINEER APPROVAL AND POLICE DEPARTMENT COORDINATION.
- ALL TRAFFIC CONTROL DEVICES SHALL BE FABRICATED AND INSTALLED IN ACCORDANCE WITH PART 6 AND PART 9 OF THE LATEST EDITION OF THE "CALIFORNIA MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES".
- ALL CONES USED FOR LANE CLOSURE AFTER NIGHTFALL SHALL BE FITTED WITH RETROREFLECTIVE BANDS (OR SLEEVES). ALL ADVANCED WARNING SIGN INSTALLATIONS SHALL BE EQUIPPED WITH FLAGS FOR DAYTIME CLOSURES. FLASHING BEACONS SHALL BE USED DURING NIGHTTIME CLOSURES.
- CONSTRUCTION SHALL BE SEQUENCED TO PROVIDE THE LEAST POSSIBLE ADVERSE EFFECT TO RESIDENCES.
- CONSTRUCTION MATERIALS SHALL BE KEPT OFF DRIVEWAYS AND PRIVATE PROPERTY AND CONSOLIDATED IN AREAS WITHIN THE CITY RIGHT-OF-WAY AND EASEMENTS DURING WORKING HOURS UNLESS OTHERWISE APPROVED BY THE ENGINEER.
- CONSTRUCTION SHALL BE SEQUENCED TO PROVIDE THE LEAST POSSIBLE ADVERSE EFFECT TO PEDESTRIANS, BUSES AND VEHICLES ACCESSING CABRILLO UNIFIED SCHOOL DISTRICT AT KELLY AVENUE AND CHURCH STREET.



APPROVED BY:  
CITY OF HALF MOON BAY

MAZIAR BOZORGINIA  
CITY ENGINEER

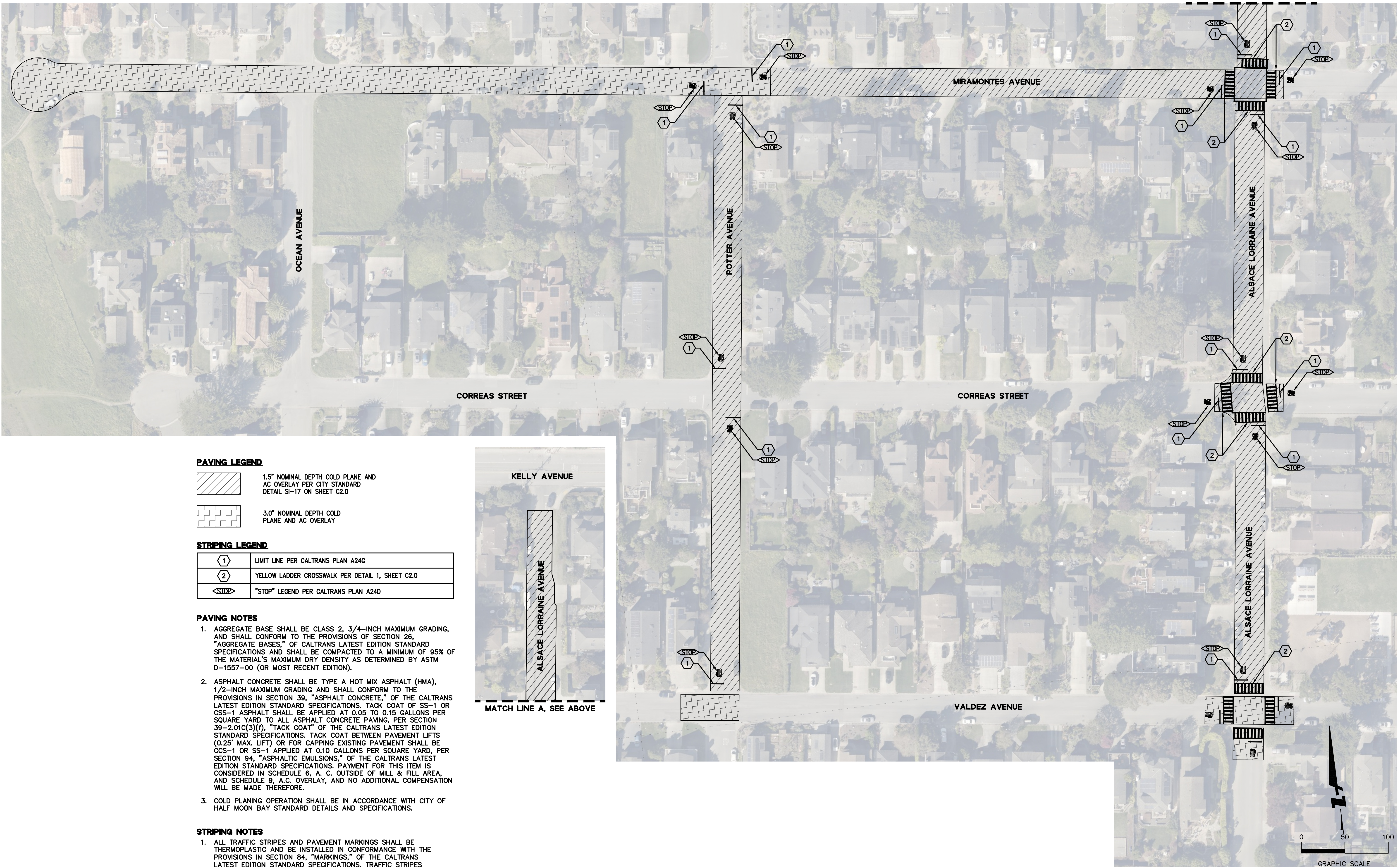
XX/XX/2025

DATE


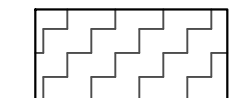
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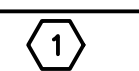
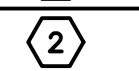

Know what's below.  
Call before you dig.



**PAVING LEGEND**

-  1.5" NOMINAL DEPTH COLD PLANE AND AC OVERLAY PER CITY STANDARD DETAIL SI-17 ON SHEET C2.0
-  3.0" NOMINAL DEPTH COLD PLANE AND AC OVERLAY

**STRIPING LEGEND**

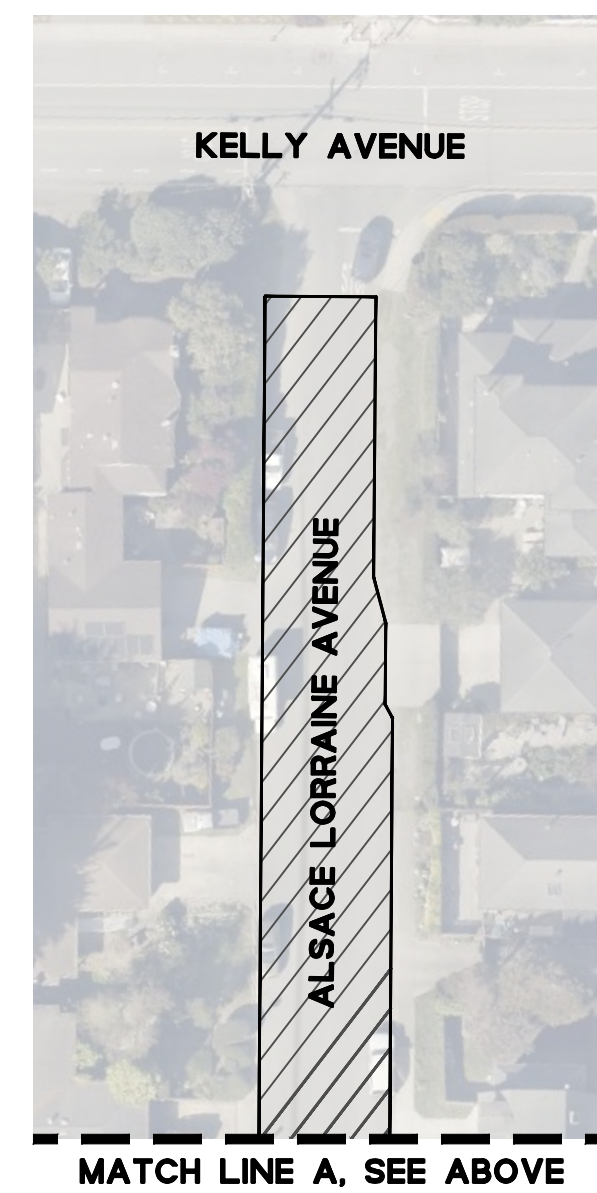
	LIMIT LINE PER CALTRANS PLAN A24G
	YELLOW LADDER CROSSWALK PER DETAIL 1, SHEET C2.0
	"STOP" LEGEND PER CALTRANS PLAN A24D

**PAVING NOTES**

1. AGGREGATE BASE SHALL BE CLASS 2, 3/4-INCH MAXIMUM GRADING, AND SHALL CONFORM TO THE PROVISIONS OF SECTION 26, "AGGREGATE BASES," OF CALTRANS LATEST EDITION STANDARD SPECIFICATIONS AND SHALL BE COMPACTED TO A MINIMUM OF 95% OF THE MATERIAL'S MAXIMUM DRY DENSITY AS DETERMINED BY ASTM D-1557-00 (OR MOST RECENT EDITION).
2. ASPHALT CONCRETE SHALL BE TYPE A HOT MIX ASPHALT (HMA), 1/2-INCH MAXIMUM GRADING AND SHALL CONFORM TO THE PROVISIONS IN SECTION 39, "ASPHALT CONCRETE," OF THE CALTRANS LATEST EDITION STANDARD SPECIFICATIONS. TACK COAT OF SS-1 OR CSS-1 ASPHALT SHALL BE APPLIED AT 0.05 TO 0.15 GALLONS PER SQUARE YARD TO ALL ASPHALT CONCRETE PAVING, PER SECTION 39-2.01C(3)(f), "TACK COAT" OF THE CALTRANS LATEST EDITION STANDARD SPECIFICATIONS. TACK COAT BETWEEN PAVEMENT LIFTS (0.25" MAX. LIFT) OR FOR CAPPING EXISTING PAVEMENT SHALL BE CSS-1 OR SS-1 APPLIED AT 0.10 GALLONS PER SQUARE YARD, PER SECTION 94, "ASPHALTIC EMULSIONS," OF THE CALTRANS LATEST EDITION STANDARD SPECIFICATIONS. PAYMENT FOR THIS ITEM IS CONSIDERED IN SCHEDULE 6, A, C, OUTSIDE OF MILL & FILL AREA, AND SCHEDULE 9, A, C, OVERLAY, AND NO ADDITIONAL COMPENSATION WILL BE MADE THEREFORE.
3. COLD PLANING OPERATION SHALL BE IN ACCORDANCE WITH CITY OF HALF MOON BAY STANDARD DETAILS AND SPECIFICATIONS.

**STRIPING NOTES**

1. ALL TRAFFIC STRIPES AND PAVEMENT MARKINGS SHALL BE THERMOPLASTIC AND BE INSTALLED IN CONFORMANCE WITH THE PROVISIONS IN SECTION 84, "MARKINGS," OF THE CALTRANS LATEST EDITION STANDARD SPECIFICATIONS. TRAFFIC STRIPES AND PAVEMENT MARKINGS SHALL BE APPLIED IN 2 COATS. YELLOW PAINT OLDER THAN 1973 MUST BE HANDLED AS HAZARDOUS WASTE.



APPROVED BY: CITY OF HALF MOON BAY	DATE
MAZIAR BOZORGINIA CITY ENGINEER	

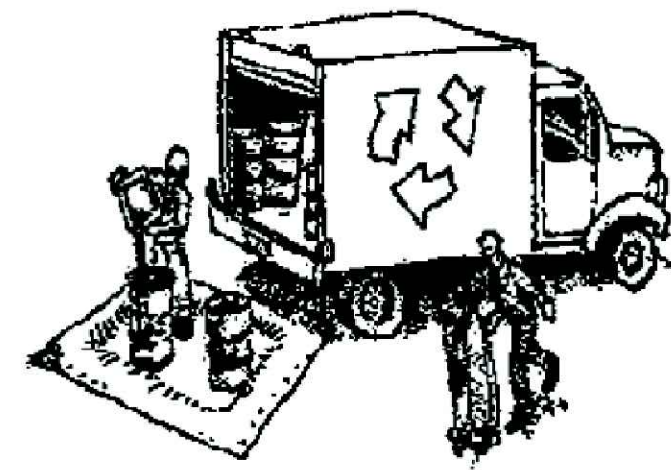




# Construction Best Management Practices (BMPs)

Construction projects are required to implement the stormwater best management practices (BMP) on this page, as they apply to your project, all year long.

## Materials & Waste Management



### Non-Hazardous Materials

- Berm and cover stockpiles of sand, dirt or other construction material with tarps when rain is forecast or if not actively being used within 14 days.
- Use (but don't overuse) reclaimed water for dust control.

### Hazardous Materials

- Label all hazardous materials and hazardous wastes (such as pesticides, paints, thinners, solvents, fuel, oil, and antifreeze) in accordance with city, county, state and federal regulations.
- Store hazardous materials and wastes in water tight containers, store in appropriate secondary containment, and cover them at the end of every work day or during wet weather or when rain is forecast.
- Follow manufacturer's application instructions for hazardous materials and be careful not to use more than necessary. Do not apply chemicals outdoors when rain is forecast within 24 hours.
- Arrange for appropriate disposal of all hazardous wastes.

### Waste Management

- Cover waste disposal containers securely with tarps at the end of every work day and during wet weather.
- Check waste disposal containers frequently for leaks and to make sure they are not overfilled. Never hose down a dumpster on the construction site.
- Clean or replace portable toilets, and inspect them frequently for leaks and spills.
- Dispose of all wastes and debris properly. Recycle materials and wastes that can be recycled (such as asphalt, concrete, aggregate base materials, wood, gyp board, pipe, etc.)
- Dispose of liquid residues from paints, thinners, solvents, glues, and cleaning fluids as hazardous waste.

### Construction Entrances and Perimeter

- Establish and maintain effective perimeter controls and stabilize all construction entrances and exits to sufficiently control erosion and sediment discharges from site and tracking off site.
- Sweep or vacuum any street tracking immediately and secure sediment source to prevent further tracking. Never hose down streets to clean up tracking.

## Equipment Management & Spill Control



### Maintenance and Parking

- Designate an area, fitted with appropriate BMPs, for vehicle and equipment parking and storage.
- Perform major maintenance, repair jobs, and vehicle and equipment washing off site.
- If refueling or vehicle maintenance must be done onsite, work in a bermed area away from storm drains and over a drip pan or drop cloths big enough to collect fluids. Recycle or dispose of fluids as hazardous waste.
- If vehicle or equipment cleaning must be done onsite, clean with water only in a bermed area that will not allow rinse water to run into gutters, streets, storm drains, or surface waters.
- Do not clean vehicle or equipment onsite using soaps, solvents, degreasers, or steam cleaning equipment.

### Spill Prevention and Control

- Keep spill cleanup materials (e.g., rags, absorbents and cat litter) available at the construction site at all times.
- Inspect vehicles and equipment frequently for and repair leaks promptly. Use drip pans to catch leaks until repairs are made.
- Clean up spills or leaks immediately and dispose of cleanup materials properly.
- Do not hose down surfaces where fluids have spilled. Use dry cleanup methods (absorbent materials, cat litter, and/or rags).
- Sweep up spilled dry materials immediately. Do not try to wash them away with water, or bury them.
- Clean up spills on dirt areas by digging up and properly disposing of contaminated soil.
- Report significant spills immediately. You are required by law to report all significant releases of hazardous materials, including oil. To report a spill: 1) Dial 911 or your local emergency response number, 2) Call the Governor's Office of Emergency Services Warning Center, (800) 852-7550 (24 hours).

## Earthmoving



- Schedule grading and excavation work during dry weather.
- Stabilize all denuded areas, install and maintain temporary erosion controls (such as erosion control fabric or bonded fiber matrix) until vegetation is established.
- Remove existing vegetation only when absolutely necessary, and seed or plant vegetation for erosion control on slopes or where construction is not immediately planned.
- Prevent sediment from migrating offsite and protect storm drain inlets, gutters, ditches, and drainage courses by installing and maintaining appropriate BMPs, such as fiber rolls, silt fences, sediment basins, gravel bags, berms, etc.
- Keep excavated soil on site and transfer it to dump trucks on site, not in the streets.

### Contaminated Soils

- If any of the following conditions are observed, test for contamination and contact the Regional Water Quality Control Board:
  - Unusual soil conditions, discoloration, or odor.
  - Abandoned underground tanks.
  - Abandoned wells
  - Buried barrels, debris, or trash.

## Paving/Asphalt Work



- Avoid paving and seal coating in wet weather or when rain is forecast, to prevent materials that have not cured from contacting stormwater runoff.
- Cover storm drain inlets and manholes when applying seal coat, tack coat, slurry seal, fog seal, etc.
- Collect and recycle or appropriately dispose of excess abrasive gravel or sand. Do NOT sweep or wash it into gutters.
- Do not use water to wash down fresh asphalt concrete pavement.

### Sawcutting & Asphalt/Concrete Removal

- Protect nearby storm drain inlets when saw cutting. Use filter fabric, catch basin inlet filters, or gravel bags to keep slurry out of the storm drain system.
- Shovel, absorb, or vacuum saw-cut slurry and dispose of all waste as soon as you are finished in one location or at the end of each work day (whichever is sooner!).
- If sawcut slurry enters a catch basin, clean it up immediately.

## Concrete, Grout & Mortar Application



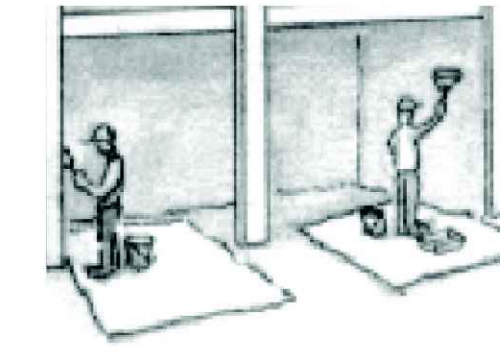
- Store concrete, grout, and mortar away from storm drains or waterways, and on pallets under cover to protect them from rain, runoff, and wind.
- Wash out concrete equipment/trucks offsite or in a designated washout area, where the water will flow into a temporary waste pit, and in a manner that will prevent leaching into the underlying soil or onto surrounding areas. Let concrete harden and dispose of as garbage.
- When washing exposed aggregate, prevent washwater from entering storm drains. Block any inlets and vacuum gutters, hose washwater onto dirt areas, or drain onto a bermed surface to be pumped and disposed of properly.

## Landscaping



- Protect stockpiled landscaping materials from wind and rain by storing them under tarps all year-round.
- Stack bagged material on pallets and under cover.
- Discontinue application of any erodible landscape material within 2 days before a forecast rain event or during wet weather.

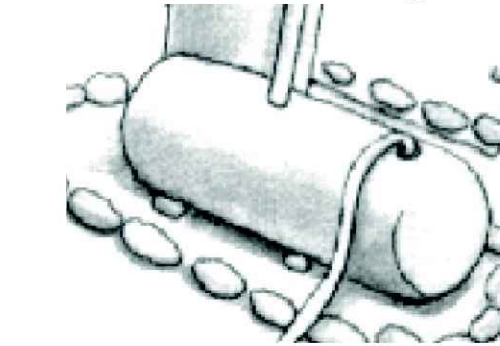
## Painting & Paint Removal



### Painting Cleanup and Removal

- Never clean brushes or rinse paint containers into a street, gutter, storm drain, or stream.
- For water-based paints, paint out brushes to the extent possible, and rinse into a drain that goes to the sanitary sewer. Never pour paint down a storm drain.
- For oil-based paints, paint out brushes to the extent possible and clean with thinner or solvent in a proper container. Filter and reuse thinners and solvents. Dispose of excess liquids as hazardous waste.
- Paint chips and dust from non-hazardous dry stripping and sand blasting may be swept up or collected in plastic drop cloths and disposed of as trash.
- Chemical paint stripping residue and chips and dust from marine paints or paints containing lead, mercury, or tributyltin must be disposed of as hazardous waste. Lead based paint removal requires a state-certified contractor.

## Dewatering



- Discharges of groundwater or captured runoff from dewatering operations must be properly managed and disposed. When possible send dewatering discharge to landscaped area or sanitary sewer. If discharging to the sanitary sewer call your local wastewater treatment plant.
- Divert run-on water from offsite away from all disturbed areas.
- When dewatering, notify and obtain approval from the local municipality before discharging water to a street gutter or storm drain. Filtration or diversion through a basin, tank, or sediment trap may be required.
- In areas of known or suspected contamination, call your local agency to determine whether the ground water must be tested. Pumped groundwater may need to be collected and hauled off-site for treatment and proper disposal.

**Storm drain polluters may be liable for fines of up to \$10,000 per day!**



APPROVED BY:  
CITY OF HALF MOON BAY

MAZIAR BOZORGINIA  
CITY ENGINEER

DATE



**FY 25/26 PTAP PAVEMENT MANAGEMENT PROJECT  
ENGINEERS ESTIMATE  
2025-09-02**

ITEM	ITEM DESCRIPTION	UNIT	QUANTITY	ENGINEERS ESTIMATE		NOTES	
				UNIT PRICE	ITEM TOTAL		
<b>MOBILIZATION</b>							
1	Mobilization and Demobilization (5%)	LS	1	\$ 38,100.00	\$ 38,100.00		
2	Traffic Control and Construction Signs (5%)	LS	1	\$ 38,100.00	\$ 38,100.00		
3	Stormwater Pollution Prevention Control (5%)	LS	1	\$ 38,100.00	\$ 38,100.00		
					<b>Subtotal</b>	<b>\$ 114,300.00</b>	
<b>STREET IMPROVEMENTS</b>							
4	1.5" Cold Plane	SY	5,056	\$ 9.00	\$ 45,500.00		
5	3.0" Cold Plane	SY	9,444	\$ 9.00	\$ 85,000.00		
6	1.5" AC Overlay	TON	1,172	\$ 200.00	\$ 234,375.00		
7	3.0" AC Overlay	TON	1,594	\$ 200.00	\$ 318,750.00		
8	12" Thermoplastic (White or Yellow)	LF	1,250	\$ 20.00	\$ 25,000.00		
9	24" Thermoplastic (White or Yellow)	LF	1,200	\$ 30.00	\$ 36,000.00		
10	"Stop" Legend (22 SF)	EA	22	\$ 750.00	\$ 16,500.00		
					<b>Subtotal</b>	<b>\$ 761,125.00</b>	
					<b>Base Bid Subtotal</b>	<b>\$ 875,425.00</b>	
					<b>10% Contingency</b>	<b>\$ 87,543.00</b>	
					<b>Base Bid Grand Total</b>	<b>\$ 962,968.00</b>	

## 2025-26 PAVEMENT MAINTENANCE PROJECT

<b>Category:</b>	Streets	<b>Project Number:</b>	1038
<b>Project Location:</b>	Citywide	<b>Lead Department:</b>	Public Works
<b>Type:</b>	Capital Maintenance/Community Enhancement	<b>Status:</b>	Previously Approved
<b>Duration:</b>	2025-26	<b>Fund Number:</b>	123
		<b>Fund Name:</b>	Streets and Roads

### DESCRIPTION:

This project includes cold-plane and AC overlays to maximize the efficiency of project mobilization and in anticipation of the cooler, late season weather. The project scope includes eight (8) streets in the Arleta Park neighborhood: Miramontes Avenue, Alsace Lorraine Avenue, Myrtle Street, Granelli Avenue, Valdez Avenue, Filbert Street, and 2nd Avenue.



### JUSTIFICATION:

The project represents a deliberate first phase in a two-year plan for the City's pavement preservation program to maintain and improve the City's Pavement Condition Index (PCI) score of 64. This year's phase will consist of more substantial rehabilitation.

### STRATEGIC PLAN GOAL (please check all that apply)

X	Infrastructure
X	Healthy Community/Public Safety
X	Fiscal Sustainability
	Inclusive Governance

### ADDITIONAL DETAILS:

Next year's 26/27 project will focus more on preventative maintenance.

EXPENDITURES	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	TOTAL ALL FY
Engineering & Design						\$ -
Prof.Serv/Env.						\$ -
Construction	\$ 1,000,000					\$ 1,000,000
PM-CM						\$ -
<b>TOTAL</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>

SOURCE(S) OF FUNDS	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	TOTAL ALL FY
Measure A - Fund 124	\$ 365,000					\$ 365,000
Gas Tax - Fund 122	\$ 635,000					\$ 635,000
<b>TOTAL</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>

**BUSINESS OF THE COUNCIL OF THE CITY OF HALF MOON BAY**

**AGENDA REPORT**

For meeting of: **September 2, 2025**

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**TO:** Honorable Mayor and City Council

**VIA:** Matthew Chidester, City Manager

**FROM:** Lisa Rossi, Administrative Services Director  
Bryan Lopez, IT Program Manager

**TITLE: ASSET DISPOSITION POLICY**

---

**RECOMMENDATION:**

Adopt a resolution authorizing the adoption of a new Asset Disposition Policy.

**FISCAL IMPACT:**

None

**STRATEGIC ELEMENT:**

This recommendation supports the *Fiscal Sustainability* and *Infrastructure and Environment* Elements of the Strategic Plan.

**BACKGROUND:**

Over time, City departments generate surplus assets that are no longer needed for municipal operations. Examples include but are not limited to: vehicles, computers, furniture, appliances, TVs, land, etc. Municipal code sections 3.98.300 & 3.98.320 provide general requirements for disposing of assets valued at under \$1,000 and over \$1,000, but the disposal process lacks a formalized, consistent approach, which can lead to inefficiencies, missed revenue opportunities, and concerns over transparency and accountability. To address this, an Asset Disposition Policy has been developed to clarify the code requirements, which will streamline procedures, ensure legal compliance, and maximize asset value.

**DISCUSSION:**

Implementing a formal Asset Disposition Policy is a strategic move that improves the City's asset management by establishing standardized procedures for handling surplus assets. This policy maximizes financial returns, minimizes legal risks, and maintains public trust. It also provides clear guidance to staff, reducing ambiguity and potential conflicts during disposal activities.

The policy ensures a transparent disposal process that supports good governance by documenting all asset transactions and providing oversight, which is essential for preventing misuse or misappropriation of City assets. Furthermore, it encourages environmentally responsible methods like recycling and salvage while also formalizing revenue collection to improve fiscal accountability. Ultimately, this policy enhances operational efficiency, optimizes asset value, and reinforces the city's commitment to transparent and responsible governance.

#### Key Components of the Proposed Policy

- **Scope:** Applies to all tangible assets owned by the city, including equipment, vehicles, furniture, and real property.
- **Disposal Methods:** Includes sale, donation, transfer, recycling, salvage, or destruction.
- **Procedures:** Formal steps for identifying surplus assets, obtaining approval, executing disposal, and documenting transactions.
- **Revenue Management:** Proceeds from asset sales will be deposited into designated city funds.
- **Reporting:** Regular reporting to City Council to maintain transparency and oversight.
- **Compliance:** Ensures adherence to applicable laws and regulations.

#### Benefits

- **Transparency and Accountability:** Clear procedures and documentation promote responsible disposal practices.
- **Financial Optimization:** Maximizes value from surplus assets and enhances revenue collection.
- **Operational Efficiency:** Streamlined processes reduce administrative delays and confusion.
- **Legal and Regulatory Compliance:** Ensures all disposals meet legal standards, reducing liability.

#### **RECOMENDATION:**

It is recommended that the City Council approve the attached Asset Disposition Policy. Adoption of this policy will formalize our approach to asset management, improve transparency, and support fiscal responsibility.

#### **ATTACHMENT:**

Resolution

# City of Half Moon Bay

## Asset Disposition Policy

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Adoption Date: September xx, 2025  
Last Revision Date: September xx, 2025

### I. Introduction & Purpose:

The purpose of this policy is to ensure the proper disposal of City property. Property that is no longer needed by the City for various reasons must be disposed of in accordance with this policy as well as any applicable laws and regulations.

### II. Definitions

- The term **Disposed** and any variation of the word as used in this policy, refers to the relinquishing of ownership of any type of property by the City. This can take the form of a property sale, trashing, recycling, donating, lending, renting, and any other means of relinquishing ownership.
- The term **Property** as used in this policy refers to anything that can be owned. This can be software, hardware, real property, or anything that can be bought or sold.
- The term **Obsolete** as used in this policy refers to property that is no longer relevant, capable, efficient, compatible, or usable due to the age of the property and because of newer equivalent property available that is designed to take the place of the aging property.
- The term **Defective** as used in this policy refers to property that no longer works or is no longer usable due to damage, failure, or wear, and where it is no longer reasonable to return the property to use.
- The term **Useful Life** as used in this policy refers to a planned period of time greater than 1 year where the property in question will be used and maintained and where it provides and ongoing benefit to the City. Useful Life may also be attached to a **Depreciation Schedule**.
- The term **Depreciation Schedule** as used in this policy refers to a reduction in property (Asset) value tracked most often with the Finance Division/Department and ending in a salvage value or zero value. This schedule often coincides with disposal.

### III. Policy

Disposition of City property is governed by the following provisions. This policy is subordinate to any legal requirements regarding disposition of property or any other policy specifying how certain types of property must be disposed of and not outlined here.

This policy seeks to clarify the process of disposition as is stated in the Half Moon Bay Municipal Code, sections 3.98.300 and 3.98.320.

### IV. General Provisions

1. Property must be disposed of as outlined in the City municipal code. See Section V.

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2. Property must not be disposed of unless it has been deemed to no longer serve a benefit to the City; where it is unlikely to serve benefit in the future; or where the cost of storing property would cause burden, including financial burden, greater than the value or benefit of the property.
3. Property may be considered ready to be disposed under the following general conditions:
  - i. Support for the property can no longer be feasibly maintained.
  - ii. Manufacturer will no longer support or is ending support for the property in question.
  - iii. Software provider will no longer support or is ending support for the property in question.
  - iv. City Staff and/or Contractor(s) are no longer or are unable to use, support, or maintain the property in question.
  - v. The property has met or exceeded the pre-established useful lifespan.
  - vi. The property has become obsolete.
  - vii. The property has become defective.
4. Property must be disposed of in a way that will provide the most benefit to the City without causing undue burden in said disposal.
5. Property may be disposed of in the following general methods:
  - i. Trashed / e-wasted / recycled / etc.
  - ii. Donated/gifted.
  - iii. Sold / Auctioned.
6. Property may not be disposed of in a way that would cause financial gain to the employee disposing of the property and/or cause harm, financial or otherwise, to the City.
7. Property may be Donated/Gifted/Sold to a non-profit
8. Upon approval and if deemed appropriate, the City Manager may authorize the sale of individual property valued at less than \$1,000 to City Staff, Contractor(s), or others working directly with or for the City. This method of disposal must not result in financial gain to the recipient.
9. Property may not be gifted/donated to City staff or any party working directly for or with the City. Property may not be gifted/donated to the relations of City staff or any party working directly for or with the City.
10. Property that is Sold or Auctioned should be Sold or Auctioned at a value appropriate for the property being disposed. Value of the property can be derived from the following methods:
  - i. Salvage Value
  - ii. Scrap Value
  - iii. 3<sup>rd</sup> party market value
  - iv. Value should also consider current wear and tear of the property, current overall condition, and future actual remaining life.
  - v. Value of the property may be reduced to allow for quick disposal where it will prevent, reduce, offset possible additional costs to dispose, or when time is of the essence, and it is imperative to prevent delays in disposal of the property in question.

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The method of valuation should make sense for the item being disposed of and should take into account age, wear, methods of disposal available, and typical methods of disposal for the items being disposed. For example, you would not typically assign a scrap or salvage valuation to something purchased six months prior.

#### V. Valuation and Process

Items disposed will fall into two general categories as defined by the Half Moon Bay Municipal Codes:

- **3.98.300 Disposal of less than one thousand dollars:**  
Except as otherwise provided by state law or city ordinance, the purchasing agent shall be empowered to dispose of personal property of the city, which cannot be used by any department of the city, at public or private sale or by renting or destroying the same (all with or without notice, competitive bid or necessity of posting bid bonds, at the purchasing agent's discretion, and upon such terms as he or she deems best), provided any single item of property involved does not exceed one thousand dollars in current market value; and provided, that disposal of property pursuant to this section shall be reported to the city council. (Ord. C-4-11 §9(part), 2011: Ord. 12-95 §2(part), 1995).
- **3.98.320 Disposal of more than one thousand dollars:**  
In the event any single item of property exceeds one thousand dollars in current market value, the city council may empower the purchasing agent to dispose of it (in accordance with the same terms and conditions and subject to the same discretion and limitations as if it were under one thousand dollars in value). Alternatively, the city council may elect to sell, rent or destroy the same in accordance with whatever provision, terms and conditions the council may, in its discretion, decide. (Ord. C-4-11 §9(part), 2011: Ord. 12-95 §2(part), 1995).

#### VI. Data Removal

In cases where the property being disposed of is computing technology (Tablet, Phone, Disk, Tape, Computer, Hard Disk, Solid State Disk) or any related technology that stores, transmits, or processes data; the disposal will be handled by the Information Technology Division/Department.

Property will be sanitized of all data by the following methods or by methods deemed greater than the following methods:

1. DOD 3-pass zero or random wipe of HDD
2. Shredding of magnetic tape or equivalent
3. Burning or melting of magnetic tape or equivalent
4. Magnetic Erasure of magnetic tape or equivalent
5. Drilling at least 5 holes in star pattern through HDD data disks
6. Secure Erase of SSD equivalent to the standard of a 3-pass DOD wipe
7. Secure Erase of Tablet(s)/Phone(s)

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If the data storing property in question cannot be securely erased or destroyed it must be retained and securely stored until a suitable means of data destruction can be conducted.

No property may be disposed of containing any City owned, Proprietary, Confidential, or other protected data. Data such as an Operating System, Bundled Software, or other data originally provided by the manufacturer or upgraded may be installed or retained on the property being disposed.

**VII. Violations**

Violations of this policy may result in disciplinary action, up to and including termination. Additionally, some actions may violate City, State, or Federal law and may pose personal and financial liability if found guilty of activity in violation of those laws.

**VIII. Amendments**

This policy may be amended and revised from time-to-time as needed.

**Attachments:**

**NONE**

**Policy Revision History:**

Date	Actions
September xx, 2025	Originally Issued
	Revised
	Revised

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Matthew Chidester, City Manager