

City of Mountain View  
Community Development Department  
**Fiscal Year 2016-2017 CDBG/HOME Capital Projects Funding Cycle**  
1/21/2016 deadline

## Rebuilding Together Peninsula Safe at Home

**USD\$ 50,000** Requested  
USD\$ 619,596 Total Project Cost

Submitted: 1/21/2016 10:33:38 AM (Pacific)

### Project Contact

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Tel: 650-366-6597

### Additional Contacts

*none entered*

### Rebuilding Together Peninsula

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United States

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Web [www.RebuildingTogetherPeninsula.org](http://www.RebuildingTogetherPeninsula.org)

### Executive Director

David Cattivera  
[david@rtpeninsula.org](mailto:david@rtpeninsula.org)

## Project Overview

### 1. Address of Project or Program Activity

Projects supported by this grant will be determined by a thorough application process, but all will be within Mountain View city limits.

### 2. City, State, Zip Code

Mountain View, CA

### 3. Provide a Brief Description of the Project or Program:

*You are limited to 500 characters (including spaces and punctuation).*

RTP is seeking funding to help 20 low-income homeowners with critical repair needs in Mountain View. Repairs through the Safe at Home program target health and safety hazards to reduce asthma triggers, control moisture and pest problems, improve ventilation, and reduce the likelihood of falls in seniors. These targeted repairs reduce illness and injuries, allowing residents to live independently in safe and healthy homes, in addition to preserving low-income home ownership.

## Pre-Application

### 1. Which of the following describes your organization? Check all that apply.

- Non-Profit with 501(c)(3) status
- Community Based Development Organization (CBDO)
- Faith-Based Organization

### 2. Briefly describe the project or program that you are proposing.

Rebuilding Together Peninsula believes that everyone deserves to live in a safe and healthy home. We provide critical home repairs, accessibility modifications, and energy efficient upgrades at no cost to low-income service recipients - seniors, people with disabilities, and families with children. Our impact extends beyond the individuals served to revitalize and stabilize vulnerable neighborhoods and communities.

### 3. What are the groups that will be targeted by your project or program?

To be eligible for our free home repair services, applicants must be low-income as determined by HUD Income Eligibility Limits. Over 80 percent of the homeowners served through this program are seniors aged 65 and older living on limited fixed incomes.

## Application Questions

## PROJECT INFORMATION

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### Funds Requested

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**1. City Cost per Unit for Requested Funding (housing/service/activity):**

\$

TOTAL

**2. Total Amount Requested from Other Entities:**

\$

TOTAL

**3. Mountain View's Requested Share of the Total Project Budget:**

%

TOTAL

**4. Total Project Cost**

619596

**5. Have you requested funds from the City of Mountain View for this project before?**

Yes

No

**6. If you HAVE requested funds from the City of Mountain View for this project before, please list on separate lines the funds requested in the past FIVE (5) years. \*\*For EACH, include: 1) Year Funds Requested; 2) Amount Requested; 3) Amount Funded.**

*If you have NOT requested funds from the City of Mountain View for this project before, please enter 'N/A'.*

1) 2014; 2) \$10,000; 3) \$10,000

1) 2015; 2) \$20,000; 3) \$20,000

For this application, we are proposing to double the number of Mountain View households served from 10 to 20. In addition, we are requesting to increase individual project scopes by \$500. This increase will allow us to respond to an influx in roof repair-related applications. Roof repairs are costly, yet critical, as this work protects other repairs during winter months, as well as provides peace of mind for residents.

### Project Administration and Monitoring

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**7. Describe your written policies and/or established procedures for ensuring persons with disabilities and/or limited English proficiency have access to the services or activities associated with your funding request.**

Rebuilding Together Peninsula (RTP) makes a concerted effort to reach residents with limited English proficiency. An indicator of this commitment is the fact that four of our eleven staff members have bilingual proficiency in English/Spanish. All application and outreach materials are bilingual English/Spanish. Additionally, Spanish-only presentations are common and made available based on the needs of the community. For other languages, translation services are provided.

RTP reviews all project sites for potential accessibility modifications for all applicants, but specifically for those with disabilities.

Through collaborations with organizations specifically serving individuals with disabilities, we are able to conduct outreach and request referrals. Of the 352 individuals living in homes repaired in 2014, 74 (21%) were people with disabilities.

RTP envisions a safe and healthy home for every person, ensuring that neighbors without financial resources can live independently in warmth and safety in their own homes. The organization goes into the highest risk homes in the community to ensure the health and safety needs of vulnerable populations are met. Funding from the City of Mountain View (MV) enables RTP to continue completing home interventions that improve the health and lives of low-income residents in the city limits that do not have the capacity or finances to address needed repairs on their own. With additional funding, RTP's outreach will intensify in MV.

**8. Explain how your agency collects income and race/ethnicity data.**

Rebuilding Together Peninsula (RTP) requires proof of income during the application process. This includes the most recent income tax return or a combination of bank statements, pay stubs, or social security award letters. All service recipients must meet low income standards (80% AMI) as provided by the United States Department of Housing and Urban Development.

On application forms, race/ethnicity information is both requested and required. Because each applicant must have a completed file prior to any work being done on site, we have zero gaps in income or race/ethnicity data.

### Consolidated Plan Goals

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**9. Please indicate which Consolidated Plan Goal(s) will be met by the Project.**

*Check all that apply.*

- Goal #1: Assist in the creation and preservation of affordable housing for lower-income and special needs households
- Goal #2: Support activities to prevent and end homelessness
- Goal #3: Support activities that provide basic needs to lower income households and special needs populations
- Goal #4: Support programs and activities that strengthen neighborhoods
- Goal #5: Promote fair housing opportunities

**10. Briefly describe how your Project/Activity meets the Goal(s) selected above.**

RTP's priorities include the preservation of homeownership and improving the quality of low-income communities in its service area. We recognize that for the low-income families and individuals we serve, the most affordable home is the one they already live in. Through the Safe at Home program, completed home repair projects allow residents served to remain in the communities in which they grew up, preserve ownership of homes, avoid residence in institutions without family, and live affordably.

In the City of Mountain View, RTP is the only organization offering free expert home repairs and safety modifications performed by a licensed contractor. Safe at Home looks at each home in its entirety, rather than one focus area, which allows us to be responsive to the specific needs and concerns of the individual homeowners. Our reputation as a reliable and effective organization has led to RTP taking over or partnering with municipalities offering a home repair and rehab program.

**HUD Performance Measures**

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**11. HUD requires that recipients of federal funding assess the outcomes of their programs. Please identify which HUD objective will be addressed by this project.**

Select ONE.

- Objective #1: Creates a suitable living environment. This objective relates to activities that are designed to benefit communities, families, or individuals by addressing issues in their living environment (such as poor quality infrastructure) to social issues such as crime prevention, literacy or elderly health services.
- Objective #2: Provides decent housing. This objective focuses on housing programs where the purpose of the program is to meet individual, family, or community needs and not programs where housing is an element of a larger effort, since such programs would be more appropriately reported under suitable living environment.
- Objective #3: Creates economic opportunity. This objective applies to the types of activities related to economic development, commercial revitalization, or job creation.

**12. HUD requires that recipients of federal funding assess the outcomes of their programs. Please identify which HUD outcome will be addressed by this project.**

Select ONE.

- Outcome #1: Improve availability/accessibility. This category applies to activities that make services, infrastructure, public facilities, housing, or shelters available or accessible to low/moderate income people, including persons with disabilities. In this category, accessibility does not refer only to physical barriers, but also to making the affordable basics of daily living available and accessible to low/moderate income people where they live.
- Outcome #2: Improve affordability. This category applies to activities that provide affordability in a variety of ways in the lives of low/moderate income people. It can include the creation or maintenance of affordable housing, basic infrastructure hook-ups, or services such as transportation or day care.
- Outcome #3: Improve sustainability. This category applies to projects where the activity or activities are aimed at improving communities or neighborhoods, helping to make them livable or viable by providing benefit to persons of low/moderate income or by removing or eliminating slums or blighted areas through multiple activities or services that sustain communities or neighborhoods.

**SUPPLEMENTAL INFORMATION**

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**A. Project Information**

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**13. Type of Project**

Check one. If applying for multiple projects, complete a separate application for each project. Click the Open Programs tab, above, to create additional application(s).

- Housing - Tenure: Rental
- Housing - Tenure: Ownership
- Public Facilities
- Infrastructure
- Other:

**14. Type of Activity**

- Acquisition
- Rehabilitation
- New Construction
- Expansion of an Existing Project

**15. If the project involves acquisition of property, has a specific site been selected?**

- Yes
- No
- N/A - This project does not include acquisition of property.

**16. If the project involves acquisition of property and a specific site has been selected, please provide the address and Assessor's Parcel Number.**

*If this project does not involved acquisition of property and/or a specific site has not been selected, enter 'N/A'.*

N/A

**17. Do you have site control?**

- Yes
- No

**18. Explain if an option to purchase has been obtained.**

N/A

## **B. Organization Information and Experience**

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**19. Does your organization qualify as a Community Housing Development Organization (CHDO) under the HOME program?**

- Yes
- No

**20. If your organization does not qualify as a CHDO under the HOME program, are you willing and able to meet the qualifications as set forth in federal regulations 24 CFR Part 92 (For affordable housing projects)**

- Yes
- No
- N/A - Our organization qualifies as a CHDO under the HOME program.

**21. Describe the proposed ownership and management structure of the Project.**

N/A

**22. As document uploads, please provide the following information:**

- Project income, expense and cash flow analysis for a 30-year period.

**23. Provide a detailed project schedule.**

*If you'd rather, you may enter 'See attached.' here and instead upload your project schedule in the Documents tab.*

Rebuilding Together Peninsula (RTP) accepts referrals, conducts project reviews and scopes, and verifies income eligibility on an ongoing basis throughout each year, allowing us to respond to the needs of the community in a timely manner. We have a full-time program coordinator who accepts all applications and completes paperwork with each applicant, paying special attention to income eligibility requirements. Once complete, the application is given to the Safe at Home manager who conducts an in-person assessment of the potential project and then develops a scope of work. From there, the project is confirmed and given to a licensed contractor who performs the repairs and modifications, engaging with specialized vendors as needed. All project work and expense is tracked in our internal database and all project information is available for review upon request.

### **For Affordable Housing Projects Only...**

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**24. For affordable housing projects only, state the number of affordable housing units to be created/rehabilitated and the target income population(s).**

*If the project does not pertain to affordable housing, enter "N/A".*

N/A

**25. For existing housing developments, provide a listing of the current unit composition and rent structure as well as the proposed unit composition and rents.**

*If the project does not pertain to affordable housing, enter "N/A".*

N/A

**26. Provide an explanation of how the project will impact any existing tenants. State if existing tenants will need to be temporarily or permanently relocated. If so, explain how the need for any temporary or permanent relocation will be addressed.**

*If the project does not pertain to affordable housing, enter "N/A".*

N/A

**27. Upload a list of other similar projects carried out by the agency (include the project name, address, date when it was carried out, funding sources used, number of housing units, and description of the project).**

*When you finished with the upload, check here to confirm.*

- We have uploaded the list of similar projects in the Documents tab.
- This is not an affordable housing project so this document request does not apply.

## Agency Qualifications

28. Provide an overview of how the property will be managed and how any current management or tenant problems will be handled.

N/A

29. What amount and percentage of the total cost of your project is dedicated to Green upgrades?

\$ Amount

% of Total Cost

TOTAL

## Green Construction/Rehabilitation

30. Please fill in the table regarding Green Construction/Rehabilitation in the Green Construction/Rehab tab, then check the box below to confirm.

We have filled in the table in the Green Construction/Rehab tab, as applicable.

31. Does your agency charge fees for the services for which you are requesting funding?

If so, please upload in the Documents tab a copy of your fee schedule.

Yes

No

## Total Agency Budget

Total Agency Budget	Proposed 2015-2016	2014-2015	2013-2014	2012-2013
Administration	USD\$ 183,799.00	USD\$ 185,497.00	USD\$ 182,345.00	USD\$ 144,194.00
Fundraising	USD\$ 204,907.00	USD\$ 176,165.00	USD\$ 205,785.00	USD\$ 157,299.00
Proposed Project (Total budget)	USD\$ 619,596.00	USD\$ 408,990.00	USD\$ 372,239.00	
All Other Programs	USD\$ 788,014.00	USD\$ 997,660.00	USD\$ 1,155,694.00	USD\$ 1,199,898.00
<b>Total</b>	<b>USD\$ 1,796,316.00</b>	<b>USD\$ 1,768,312.00</b>	<b>USD\$ 1,916,063.00</b>	<b>USD\$ 1,501,391.00</b>

## Program/Activity Budget & Green Construction/Rehab

### Proposed Capital Project Expenses

	Use of Prior City Funds (if applicable)	Current 2015-2016 Funding Request
Project Management/Soft Costs	\$	\$ 4,000
Site Acquisition	\$	\$ 0
Pre-Development Expenses	\$	\$ 0
Entitlement and Building Fees/ Permits	\$	\$ 0
Construction/Rehabilitation/Repair Costs	\$	\$ 46,000
Other	\$	\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 50,000</b>

### Proposed Project Revenues

	CDBG/HOME	Other (please identify in next column)	Type of Funding
Mountain View	Yes	\$ 50,000	CDBG - Restricted to Mountain View residents
<b>Other Jurisdictions/Sources</b>			
4 Entitlement Cities in San Mateo County	Yes	\$ 97,500	CDBG
San Mateo County	Yes	\$ 126,000	CDBG
San Mateo County	No	\$ 100,000	Measure A
Google Grant	No	\$ 20,000	Restricted to Mountain View residents
Other Private Funding	No	\$ 226,096	Unrestricted donations or foundation grants
		\$	

		\$
<b>Total</b>	<b>0</b>	<b>\$ 619,596</b>

### Green Construction and Rehabilitation

	Green Improvement/Upgrade	Annual Cost Savings	Lifetime Savings	Rater Used?	Use of Cost Savings
1	While it is standard practice and policy to make green choices in our work, this section does not apply to the work of our Safe at Home Program. The scope of this project does not allow us to do new construction. Instead, we upgrade or replace existing items consistent with minor home repair programs. We make a concerted effort to repurpose donated materials and construction scraps, limiting material otherwise diverted to landfills whenever possible. In addition, everything that we purchase new is energy efficient and green conscious.	\$	\$	€	
2		\$	\$	€	
3		\$	\$	€	
4		\$	\$	€	
5		\$	\$	€	
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18		\$	\$	€	
19		\$	\$	€	
20		\$	\$	€	
21		\$	\$	€	
22		\$	\$	€	
23		\$	\$	€	
24		\$	\$	€	
25		\$	\$	€	
<b>Total</b>		<b>\$ 0</b>	<b>\$ 0</b>		

### Required Documents

Documents Requested *	Required?	Attached Documents *
ARTICLES OF INCORPORATION/BYLAWS	b	<a href="#">Articles of Incorporation</a>
LIST OF BOARD OF DIRECTORS: Include the name, telephone number, address, and occupation or affiliation of each member. Identify the principal officers of the governing body.	b	<a href="#">Board Roster</a>
NONPROFIT DETERMINATION: Submit determination letters from the Federal Internal Revenue Service and the State Franchise Tax Board documenting the organization is tax exempt.	b	<a href="#">501(c)3 Letter</a>
AUTHORIZATION TO REQUEST FUNDS: Submit documentation of the governing body's authorization to submit the funding request. This consists of a copy of the minutes of the meeting in which the resolution, motion, or other official action is recorded.	€	<a href="#">CDBG Resolution - Board Minutes</a>
DESIGNATION OF AUTHORIZED OFFICIAL: Document the governing body's action authorizing agency's representative to negotiate for & contractually bind the agency. Upload signed letter from Chairperson with name, title, address, & phone # of officials.	€	<a href="#">CDBG Authorization</a>

ORGANIZATIONAL CHART: Include the organization's administrative framework and staff positions.	b	<a href="#">Organizational Chart</a>
FINANCIAL STATEMENT AND AUDIT: Describe any findings or concerns that were cited in the audit or in any accompanying management letter, particularly pertaining to use of CDBG funds. Describe any actions taken to correct identified findings/concerns.	b	<a href="#">Audit/Financial Statement</a>
RESUME OF CHIEF PROGRAM ADMINISTRATOR	e	<a href="#">Associate Director Resume</a>
RESUME OF CHIEF FISCAL OR FINANCIAL OFFICER	e	<a href="#">Executive Director Resume</a>
COST BREAKDOWN: Provide a detailed breakdown of the total cost of the project (budget), including any acquisition, rehabilitation, relocation or other costs.	b	<a href="#">COST BREAKDOWN</a>
REVENUE BREAKDOWN: Provide a detailed breakdown of anticipated sources of revenue and proposed expenses, including the funding being requested from the City of Mountain View.	b	<a href="#">Revenue Breakdown</a>
PROJECT PROFORMA: Provide a copy of the project proforma: the project income, expense and cash flow analysis for a 30-year period.	b	<a href="#">PROFORMA STATEMENT</a>
PROJECT SCHEDULE: Attach a detailed project schedule. (*REQUIRED if you did not provide a detailed project schedule in the application questions.)	e	
SITE/FLOOR PLANS: If applicable and available, include a site plan and floor plans and elevations of the project.	e	
LIST OF OTHER PROJECTS: Provide list of other projects similar to proposed project carried out by agency (include project name, address, date when carried out, funding sources used, # of housing units, & description of projects).	e	
STAFF QUALIFICATIONS/RESUMES: Provide a statement of qualifications and/or resumes of the development/project team staff members.	b	<a href="#">Staff Qualifications</a>
FEE SCHEDULE: Please upload a copy of your fee schedule, if you charge a fee for the services for which you are requesting funds.	e	
BUDGET DOCUMENTATION AND/OR AGENCY BUDGET: Upload any documentation to support your Total Agency Budget or a copy of your agency budget.	e	<a href="#">Organization Budget</a>

\* ZoomGrants™ is not responsible for the content of uploaded documents.

Application ID: 49539

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**COST BREAKDOWN** - Provide a detailed breakdown of the total cost of the project (budget), including any acquisition, rehabilitation, relocation or other costs.

Each project we undertake has different repair needs and therefore a unique scope of work, which correlates to a specific approved budget. All applicants go through a site review where we assess the types of repairs and accessibility modifications are needed. We then develop a mutually agreed upon scope of work between the staff and the client, billing only eligible materials and direct personnel costs to CDBG contracts. Costs exceeding contracted agreements are paid for with other sources of funding and approved by the program manager, who has 30 years of experience in construction. Work performed according to each project scope is performed by an experience and licensed contractor who is a full-time member of our team. Partnerships with local companies allow us to purchase materials tax-free or at reduced cost, in addition to receiving donated materials. These factors reduce our costs, allowing us to do more with the funding with receive.

Projects breakdown: 1) Less than \$1,000 – 30% of projects; 2) Between \$1,000 and \$2,500 – 55% of projects; and 3) Over \$2,500 – 15% of projects.

While each project is unique in scope, repairs and safety modifications that allow seniors to age in place by eliminating the threat of being injured by an accident or fall are prioritized. These types of repairs include installing grab bars/handrails and ramps; removing tripping hazards; replacing old carpeting with resilient flooring; installing adequate lighting around the interior and exterior of the house; and removing debris/clutter in and around the house.

In addition to falls prevention, RTP completes repairs that remove moisture issues in the home that can cause respiratory ailments and asthma that seniors and children are susceptible to. Moisture in the home leads to a host of health hazards such as mold, dust mites, pests, allergens, structural damage, and paint failure, which leads to lead hazards. By removing moisture in the home, RTP is preventing allergens and mold to form, which are known triggers for seniors with respiratory problems and asthma.

Rebuilding Together Peninsula does not have any acquisition or relocation costs and all invoices are backed up by proper documentation.

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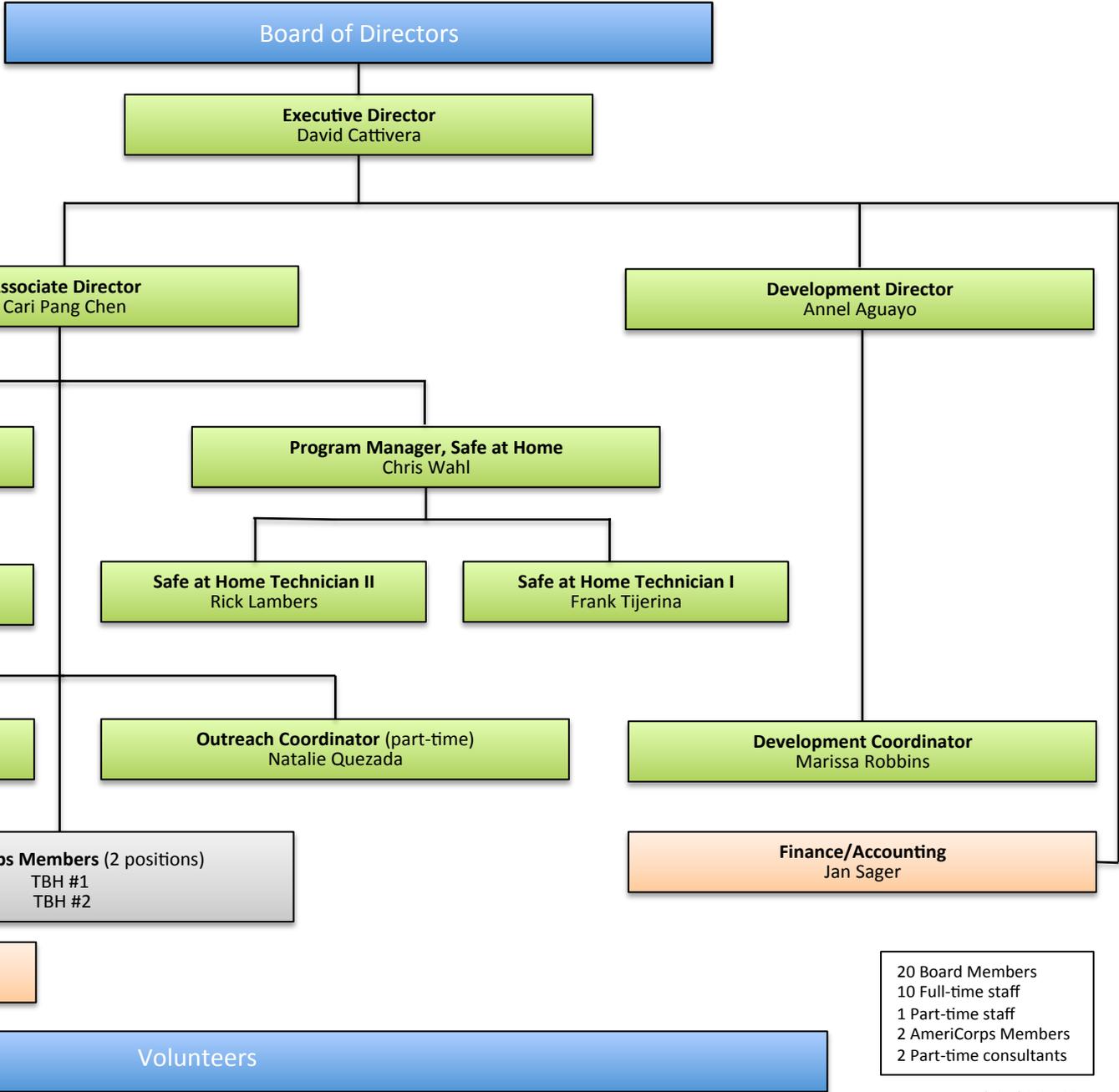
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Michael Nibbi 1000 Brannon St. Suite 102 San Francisco, CA 94103	415-863-1820 – Office 415-863-1150 – Fax 415-412-7168 – Mobile 650-361-8571 – Home, mike@nibbi.com	1 <sup>st</sup> Term 09/30/16

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Kurt Ricci Webcor		1 <sup>st</sup> Term 9/30/17
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David Cattivera Rebuilding Together 841 Kaynyne St. Redwood City, 94063	650-366-6597 x222 – Office 408-887-6246 – Mobile david@rebuildingtogetherpeninsula.org	<b>Executive Director</b>

Rev. 9/24/15



20 Board Members  
10 Full-time staff  
1 Part-time staff  
2 AmeriCorps Members  
2 Part-time consultants

## **Rebuilding Together Peninsula - Staff Qualifications**

### David Cattivera, Executive Director

David joined Rebuilding Together Peninsula (RTP) in April 2015. He is passionate about the power of human relationships and is impressed by RTP's ability to harness volunteers and build community. Initially inspired by two years of AmeriCorps service, David has dedicated his entire career to the nonprofit sector and local community needs. Prior to his work with RTP, he held several positions of increasing responsibility with Fresh Lifelines for Youth (FLY) for nearly nine years, most recently as Director of Community Partnerships. In this role he was responsible for business and grants development, government and community relations, and strategic partnerships and stakeholder management. As a Program Manager for FLY, he managed the largest team at the organization, expanded programming to new populations, and developed a comprehensive training series that reached hundreds of long-term volunteers supporting youth involved in the juvenile justice system. Prior to his work with FLY, David worked with the San Jose Conservation Corps where he managed a service learning and job training program. A classically trained pianist, David has a Bachelor's degree in Music Business from the University of the Pacific.

### Cari Pang Chen, Associate Director

Cari has more than 20 years of experience working with nonprofits and foundations. Her expertise includes program development, implementation, and evaluation. She has been with Rebuilding Together Peninsula since 2008, where she directs repair programs that serve over 200 low-income homeowners and community facilities each year. In addition to her work with Rebuilding Together Peninsula, she has extensive experience as a board member, including nine years on the National Advisory Board for the Haas Center for Public Service. Cari earned a BA in Urban Studies/Community Organization and an MA in Education/Policy Analysis and Evaluation from Stanford University.

### Annel Aguayo, Development Director

Annel joined the Rebuilding Together Peninsula staff in 2008. Her career in the nonprofit sector started at the age of 13 as a first-grade catechism teacher at All Souls Parish. Annel held several positions at the parish through her 11-year career there, which included being the High School Youth Coordinator. She attended Skyline Community College, receiving an A.A. in English, and then transferred to San Jose State University to pursue a Bachelor's in Journalism. In 2004, Annel began her career working for Project STAR in Burlingame. There, she helped edit and format training materials for Senior Corps, AmeriCorps, Learn & Serve, and AmeriCorps VISTA programs, as well as for the Corporation for National and Community Service (CNCS). She moved on to the City of Redwood City working for the Public Works Department, and then to the City of Belmont working in the Permit Center. After five years in the government sector, Annel made the decision to go back to where her heart is—the non-profit sector. Her dream job has always been one where she could do outreach and help

others. At RTP, Annel feels that she is a part of a dream team that truly believes in helping those in need, and she is looking forward to helping in the organization's cause. Annel is bilingual in English/Spanish.

#### Chris Wahl, Program Manager, Safe at Home

Chris first joined Rebuilding Together Peninsula as a general volunteer in 2000 and spent 13 years as a volunteer Construction Captain. Chris was a contractor for 17 years and specialized in cabinets and millwork. He was hired by the City of San Mateo in 1999 to manage its Housing Rehabilitation Program and later became responsible for monitoring and reporting to HUD for CDBG and HOME federal funding. Upon his retirement from the City of San Mateo in April 2015, he joined Rebuilding Together Peninsula as Program Manager for its Safe at Home Program.

#### Lydia Beltran, Program Manager, NRD & Team Build

Lydia has been in the affordable housing business for approximately 15 years. She has worked for the Department of Housing and Urban Development Department, as a Community Planning and Development Representative in the San Francisco office, major local government housing department offices in project management and for nonprofits both in California and Florida.

Her professional work experience also includes volunteer work with nonprofits such as Southwest Voter Registration Get out the Vote, Habitat for Humanity, MANA – A National Latina Mentorship Program and yes, even a history with Rebuilding Together as far back to its Christmas in April days. She believes strongly in role models and attributes her successes to having had those in her life. As such she strives to be a positive example for youth through mentoring and volunteerism. Lydia earned her MA in Urban Planning from University of California, Los Angeles and her BA in Sociology from the University of California, Santa Barbara. Lydia is bilingual in English/Spanish.

#### Billy Hoover, Program & Operations Coordinator

Billy, the son of a contractor, has worked in the nonprofit sector for over a decade in a variety of capacities. He joined Rebuilding Together Peninsula as its Program & Operations Coordinator in August 2015 where he coordinates services for homeowners applying for repairs, which includes the initial review of all applications. Additionally, he manages the organization's database, Salesforce. Billy holds a dual degree from the University of Washington in Psychology and Philosophy and is currently enrolled in a Masters of Public Administration program.

#### Rick Lambers, Technician II

Rick is a licensed contractor with nearly 40 years of construction experience as a carpenter, foreman, supervisor, and general contractor. Rick is an expert in all phases of carpentry, has extensive experience in project management, and is EPA certified in lead safety for renovation, repair, and painting. He joined the Rebuilding Together Peninsula team in January of 2015 and currently manages

the field work and project management of the Safe at Home program for the organization.

Frank Tijerina, Technician I

Frank joined Rebuilding Together Peninsula in 2015 and was hired because of his strong references and extensive background in the construction field. His expertise includes remodeling, maintenance, and new construction projects, with specific interest in carpentry. Prior to his current position, he worked with Beres Construction, Inc. as a Journeyman-Carpenter and was the lead person in charge of demolition, teardown and preparing surfaces. In addition, he has experience as a forklift driver, vinyl window production, and lead welder. Frank is bilingual in English/Spanish.

Frank Hebscher, Construction & Warehouse Coordinator

Frank joined Rebuilding Together's Capacity Corps program as an AmeriCorps member in 2014 after serving a year with Rebuilding Together Alexandria. In October of 2015 he joined the Rebuilding Together Peninsula staff as the Construction & Warehouse Coordinator. He worked at Home Depot in Florida and Alaska for over seven years, where he became certified in forklift operations. He is EPA certified in lead safety for renovation, repair, and painting. He volunteers for Build a Healthy Neighborhood projects through the United States, where he serves as a member of a coordinated project team. Frank earned his BS in Environmental Policy from the University of South Florida.

Marissa Robbins, Development Coordinator

Marissa joined Rebuilding Together Peninsula in October 2015, continuing a budding nonprofit career. She is passionate about affordable housing and protecting our most vulnerable neighbors. Graduating college with a BA in History from Occidental College in Los Angeles, she began her nonprofit career as an intern for J Street in San Francisco in the Summer of 2013. She then spent a year living in New York, working as a phone canvasser for Working Families Party, an intern in the Development Department at Central Synagogue, and later as a Paralegal assisting low-income tenants at New York Legal Assistance Group. She came to RTP from InnVision Shelter Network, where she served as Community Giving Coordinator, overseeing annual fund development and in-kind donors. She's thrilled to be a part of the RTP team, bringing our mission out into the community, inspiring our sponsors, donors, and volunteers to support our work.

Natalie Quezada, Outreach Coordinator

Natalie joined the Rebuilding Together Peninsula team in September of 2015, but volunteered with the organization for an entire summer leading up to her employment. She is a former program recipient and is bilingual in Spanish. She serves as a liaison for Spanish-speaking homeowners and is involved in all community outreach efforts for the organization.

## **WORK EXPERIENCE**

### **Executive Director, Redwood City, CA**

#### ***Rebuilding Together Peninsula (RTP)* – April 2015 to Present**

RTP's mission is to bring volunteers and communities together to improve the homes and lives of low-income homeowners.

- Drive fund development, partnerships, and community relations.
- Serve as default COO and CFO to ensure organization's sustainability through thoughtful and realistic budget planning and monitoring.
- Provide program oversight, planning, and evaluation.
- Oversee monthly financial reporting and payroll, approve expenses and invoices for payment, and sign all checks Manage portfolio of major donors.
- Partner with board of directors to support the mission and vision of the organization.
- Develop strong relationships with National office and regional affiliates.
- Implemented outcomes-informed approach to program modifications and impact.
- Negotiate all agency contracts and grants.
- Manager al HR functions for the organization.

### **Director of Community Partnerships, Milpitas, CA**

#### ***Fresh Lifelines for Youth (FLY)* – December 2012 to April 2015**

FLY's mission is to prevent juvenile crime and incarceration through legal education, leadership training, and one-on-one mentoring.

- Develop new business opportunities through relationship and community building.
- Design and implement an annual strategy to support programs through appropriate grant opportunities.
- Review trends in juvenile justice, education, and job training, ensuring programs are aligned with current laws, community needs, and opportunities.
- Strategically participate as thought leader at key policy tables, subcommittees, and work groups at the city and county level.
- Manage portfolio of over \$2,000,000 in government and foundation grants.
- Advance application of program model into new jurisdictions through relationship-building efforts with local educational institutions and municipalities.
- Vet all partnership opportunities and legally bind organization to contracts and agreements through negotiations and contract execution.
- Represent the agency at external meetings, conferences and speaking engagements, serving as the primary point of contact for local, state and federal government entities.
- Developed cross-departmental systems to ensure that work is carried out in efficient and effective manner.
- Orchestrate and lead strategy for both all agency letters of inquiry and grant applications, reviewing and editing all outgoing proposals and reports.
- Manage budget development and invoicing to ensure appropriate spending and programmatic alignment.
- Coordinate audits, site visits, and tours for external partners.
- Work with evaluation team to develop and implement metrics for outcome measurement.

### **Programs Manager, Milpitas, CA**

#### ***Fresh Lifelines for Youth (FLY)* – January 08 to December 2012**

- Provided strategic oversight of a division that served over 1,100 youth across multiple counties each year.
- Managed a division of eight full-time staff members, monitoring outcomes, and fidelity to program model.
- Created and implemented effective recruitment plans to ensure program volunteer needs were met.
- Successfully managed program growth by 65% in 2010, 50% in 2011, and 50% in 2012.
- Contributed to expansion efforts by developing and executing pilot programming in new jurisdictions.
- Developed sophisticated relationships with key system partners – probation officers, attorneys, and judges.
- Created program logic models during strategic planning process.
- Developed and facilitated an engaging 16 hour orientation and training for over 100 volunteers each year.
- Supervised ongoing case management and crisis intervention for over 100 mentor/mentee matches each year.
- Evaluated, revised, and documented policies and procedures for program additions and modifications.

### **Case Manager, Milpitas, CA**

#### ***Fresh Lifelines for Youth – August 06 to January 08***

- Recruited 50 long-term volunteer mentors from local colleges and graduate schools each year.
- Conducted interviews, background checks, and training for all prospective mentors.
- Created and implemented new youth intake paperwork and program evaluations.
- Expanded program services to new target populations.
- Attended juvenile court proceedings on a weekly basis to support and advocate for program participants.
- Provided case management and crisis intervention for volunteer mentor/mentee matches each year.

### **Program Coordinator, San Jose, CA**

#### ***San Jose Conservation Corps & Charter School - July 04 to August 06***

The San Jose Conservation Corps & Charter School is a non-profit organization that provides youth with a quality high school education and teaches valuable work and life skills that empower them to become responsible, productive, and caring citizens.

- Recruited, supervised, and evaluated 10 staff members and 100 at-risk high school students each year for after-school environmental education, service learning and job training program.
- Collaborated with the City of San Jose to develop a six-week summer job training program in local parks.
- Founding member of organization Environmental Sustainability Board Subcommittee.
- Developed and maintained relations between program and high school administrators, program sponsors, and the local community, acting as a liaison for information dissemination and collaboration.
- Created retention and training plan for 10 staff members each year.
- Planned and supervised job training, large-scale service projects, and environmentally-focused fieldtrips.
- Managed program objectives and developed monthly training workshops.

### **Lead Tutor/Site Coordinator, Dallas, TX**

#### ***AmeriCorps Reading One-to-One - September 01 to June 03***

Reading One-to-One provides tutoring in reading and writing skills to at-risk elementary school children. The program is school-based and children receive three to four tutoring sessions per week.

- Responsible for day-to-day site operations and coaching of eleven other AmeriCorps members.
- Compiled and maintained all student records for grant reports and school administrators.
- Worked directly with students to assist reading skill development.

## **VOLUNTEER EXPERIENCE**

### **Court Appointed Friend and Advocate (CAFA) Volunteer, San Jose, CA**

#### ***County of Santa Clara Juvenile Services - 2012 to 2015***

- Founding volunteer for pilot project that helps youth get off probation and graduate from high school.

### **Steering Committee member/Outreach Specialist, San Jose, CA**

#### ***Friends of Coyote Creek - 2005 to 2009***

- Member of the committee responsible for operations of volunteer-driven environmental group.
- Responsible for the recruitment, monitoring, and safety of volunteer during creek restoration projects.

## **PROFESSIONAL DEVELOPMENT SUMMARY**

- Executive Director Three-Day Seminar, *Compass Point* (2015)
- Nonprofit Management Institute – Scaling for Social Impact, *Stanford University* (2014)
- DreamForce Conference, *SalesForce* (2014)
- Grant Writing Two-Day Seminar, *Grant Writing USA* (2013)
- Public Speaking Two-Day Seminar, *PowerSpeaking, Inc.* (2012)
- Mandated Reporter Training Certification, *Department of Social Services* (2011)
- Project Management Mastery course, *Stanford University* (2009)
- Summer Institute on Youth Mentoring participant, *Portland State University* (2009)
- Watershed Weeklong Seminar, *Save the Bay* (2006)
- Shelter Operations & Emergency Preparedness Certified, *The American Red Cross* (2004)
- Certified in Mediation, *San Joaquin Mediation Center* (2001)
- Working knowledge of Microsoft office, SalesForce, and Social Solutions ETO database

## **AWARDS SUMMARY**

- State Senate Certificate of Recognition, *S. Joseph Simitian* (2011)
- Staff Excellence Award, *FLY Board of Directors* (Fall 2010)
- Scholarship Recipient, *Portland State University, Institute on Youth Mentoring, 32 hours of CEUs* (2009)
- Youth Service Award recipient, *San Jose Job Corps* (2008)
- Segal Education Award recipient, *AmeriCorps* (2002 & 2003)
- Music Scholarship Recipient, *University of the Pacific* (1997-2001)

## **EDUCATION**

**Bachelor of Music in Music Business**

Minor in Management

University of the Pacific, Stockton, CA

# Cari Pang Chen

Associate Director at Rebuilding Together Peninsula

cpang@stanfordalumni.org

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## Summary

More than 20 years of experience working with nonprofits and foundations in the SF Bay Area and Honolulu, HI. I enjoy developing the tools or connections necessary to support the organizations and programs that I work with at any stage (development, implementation, evaluation/restructuring) achieve their mission in a positive, collaborative, and effective manner. Specialties: community building and nonprofit organizational development, program development/management/evaluation, as well as grantmaking experience (particularly, youth development, school reform, out-of-school activities/sports)

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## Experience

### **Associate Director at Rebuilding Together Peninsula**

August 2008 - Present (7 years 3 months)

Direct repair programs that serve over 200 low-income homeowners and community facilities each year and engage more than 3000 volunteers per year. Build partnerships, manage 4 full-time staff and 2 Americorps Members, and guide evaluation and development of all programs for the organization.

### **Consultant at Team-Up for Youth**

April 2008 - July 2008 (4 months)

Conducted needs assessment for Team-Up for Youth services in San Mateo County.

### **Executive Director at Thrive - The Alliance of Nonprofits for San Mateo County**

July 2006 - October 2007 (1 year 4 months)

Built partnerships with local government to highlight the role of nonprofits in San Mateo County; facilitated the creation and support of an Emergency Services Task Force to convene local nonprofits in understanding their role in emergency preparedness response, and recovery; provided membership and program opportunities for nonprofit staff, volunteers, and consultants to network and share information with one another.

### **Program Manager/Coordinator at Thrive - The Alliance of Nonprofits for San Mateo County**

April 2003 - June 2006 (3 years 3 months)

As the first and only staff member for the organization, I set up all the initial administrative systems for the organization, including creating a contact database, forms, securing 501(c)3 status, insurance, facilitating the re-branding process, website development, and online membership processing.

### **Program Coordinator, One East Palo Alto at Haas Center for Public Service**

July 2000 - October 2002 (2 years 4 months)

Coordinated the Haas Center for Public Serve and Stanford University's partnership with the One East Palo Alto Neighborhood Improvement Initiative.

### **Program Fellow, Education at The San Francisco Foundation**

July 1998 - June 2000 (2 years)

Assisted with grantmaking and initiative work within the Education Program Area, with a particular focus on youth development, school reform, family support, and early childhood education.

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## Skills & Expertise

**Youth Development**

**Education Reform**

**Non-profits**

**Community Outreach**

**Fundraising**

**Volunteer Management**

**Program Development**

**Grants**

**Grant Writing**

**Program Evaluation**

**Community Organizing**

**Community Development**

**Public Speaking**

**Capacity Building**

**Event Planning**

**Nonprofits**

**Collaboration**

**Social Justice**

**Crisis Intervention**

**Board Development**

**Philanthropy**

**Workshop Facilitation**

**Program Management**

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## Volunteer Experience

**National Advisory Board Member at Haas Center for Public Service at Stanford University**

September 2004 - June 2013 (8 years 10 months)

**Board President at Friends of Mandarin Scholars**

April 2011 - Present (4 years 7 months)

**Board President at Sterling Downs Neighborhood Association**

January 2011 - Present (4 years 10 months)

**Godly Play Coordinator at St. Peter's Episcopal Church, Redwood City, CA**

September 2011 - Present (4 years 2 months)

**Board Vice President at Footsteps Child Care Inc.**

February 2008 - August 2012 (4 years 7 months)

**Board member at CompassPoint Nonprofit Services**

September 2006 - January 2010 (3 years 5 months)

**Volunteer, Co-Chair, & Fundraising Committee Chair at Youth United for Community Action (YUCA)**

February 1999 - May 2005 (6 years 4 months)

**Co-founder and volunteer at Third Thursdays**

May 2000 - September 2003 (3 years 5 months)

**Chair at Young Alums in Public Service, Stanford University**

June 2000 - October 2002 (2 years 5 months)

**Secretary and Education Committee Co-Chair at Young Nonprofit Professionals Network, San Francisco Bay Area**

May 1998 - November 2000 (2 years 7 months)

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## Education

**Stanford University**

BA/MA, BA - Urban Studies/Community Organizations, MA - Education/ Policy Analysis & Evaluation, 1993 - 1998

Activities and Societies: Haas Center for Public Service: Service Learning classes, Students for Environmental Action at Stanford; Leland Stanford Junior University Marching Band (LJUMB bonz), RA at Cedro, Tour Guide

**Punahou School**

HS, 1985 - 1993

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[Contact Cari on LinkedIn](#)