



HEART

OF SAN MATEO COUNTY

ANNUAL REPORT

FY 2024-25



The Housing Endowment and Regional Trust of San Mateo County

Dear Friends,

At HEART, we believe housing is the foundation of strong, connected communities. This belief is reflected in the work of our staff, board, member jurisdictions, and partners across San Mateo County.

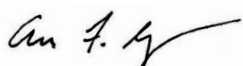
This year was one of meaningful growth for HEART. We successfully launched the Mobile Home Loan Program, an important milestone for our organization and a clear example of how targeted programs can meet urgent housing needs. In its first phase, the program has disbursed 10 loans, helping low-income households move from cramped, deteriorating units into new manufactured homes that offer greater stability, safety, and dignity. We are encouraged by this early progress and excited to complete this initial round of lending with 10 more loans, while exploring opportunities to expand the program with additional funding.

We also continued to grow our Housing Consulting Services program, deepening our support for jurisdictions working to strengthen affordable housing policies, implement effective programs, and respond to local housing needs. This work has further established HEART as a trusted partner to communities navigating complex housing challenges.

Looking ahead to the next phase of our work, we are preparing to make our next acquisition under the Housing Preservation Program, continuing our work to maintain long-term affordability in existing housing. Also, plans are under way for our first acquisition under the Middle-Income Housing Program, an important step in supporting workforce housing. At the same time, we are restructuring our first-time homebuyer program to better respond to today's market realities and create stronger pathways to home ownership.

I am deeply grateful for your partnership and support. HEART's work is built on strong collaboration, and this year's progress reflects what is possible when local agencies and community partners work together to create new tools that respond to evolving affordable housing needs across San Mateo County.

Warm regards,



Armando F. Sanchez,
Executive Director



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STAFFING UPDATES

From Fellows to Staff

The path for **Audrey Washington** and **Alex Waggoner** at HEART began in 2024 when they both joined as Don Horsley Affordable Housing Fellows. Established to honor the legacy of Supervisor Don Horsley, a lifelong champion for affordable housing, the fellowship equips the next generation of housing professionals with the expertise needed to advance housing solutions.

A New Chapter

After completing their fellowships, both Audrey and Alex officially joined the HEART staff.

Today, Audrey leads the acquisition process for HEART's preservation program and supports the Middle-Income Housing Program, helping strengthen long-term affordability for residents.

Today, Alex manages the Mobile Home Loan Program and provides housing services to cities contracted with HEART through the Housing Consulting Services Program, helping jurisdictions deliver practical housing solutions and support stable communities.



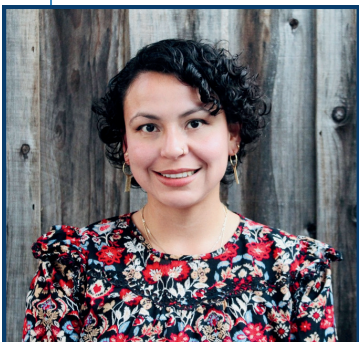
Audrey Washington

Program Analyst



Alex Waggoner

Program Manager



Leslie Valencia

Program Manager

Building Capacity to Serve Cities

To meet the growing demand from partner cities, The Housing Consulting Services team increased its capacity to serve cities by hiring **Leslie Valencia** as a Program Manager.

Leslie Valencia joined HEART in 2025, bringing a strong background in urban planning, affordable housing, and equity-centered policy development. Before joining HEART, she worked across the public, private, and nonprofit sectors to develop community-informed, data-driven strategies that expand access to housing and advance social and environmental equity.

Leslie's work is grounded in the belief that housing policy and community engagement are essential tools for addressing long-standing inequities in how cities are planned and resourced. She has partnered with local governments, nonprofits, and community organizations to translate research and lived experience into actionable policy solutions. Leslie joined HEART to contribute to an organization working to advance housing stability and equitable growth in San Mateo County.

Leslie holds a B.A. in Architecture and a Master's degree in Urban Planning, along with an Interdisciplinary Graduate Certificate in Housing from the University of California, Berkeley.

HOUSING CONSULTING SERVICES

HEART launched the Housing Consulting Services Program (HCS) in January 2024, to meet the need for housing staff support across the county.

HCS is currently contracted to eight cities:

Brisbane	Millbrae
Burlingame	Pacifica
East Palo Alto	San Bruno
Menlo Park	San Carlos



HIGHLIGHTS OF HEART'S WORK FOR CITIES, FY 24/25

- Developed a model Below Market Rate (BMR) Procedures & Policy Manual which is now being implemented across our contracted cities to strengthen best practices and improve consistency countywide
- Created preservation program guidelines and Notices of Funding Availability (NOFAs) for two cities to help launch and implement local preservation efforts
- Partnered with cities to update inclusionary housing ordinances and supported the review of complex inclusionary housing proposals
- Completed the annual BMR owner unit monitoring for two cities and assisted a third city to oversee its BMR unit compliance
- Authored successful applications to the Partnership for the Bay's Future Fellowship to secure policy fellows for two cities

MEET THE TEAM: HOUSING CONSULTING SERVICES



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MOBILE HOME LOAN PROGRAM

Mobile home parks remain one of the few affordable housing options for low-income residents. Across the County of San Mateo, many mobile home units have aged far beyond their intended lifespan, leaving longtime residents in unsafe units that no longer meet basic health and safety standards.

For many families, replacing these homes is out of reach due to limited access to traditional financing for a manufactured home. Loans for manufactured homes are still treated as car loans and many households face predatory interest rates as high as 30%. Others are disqualified by low credit scores or lack of collateral.

In response, HEART created the Mobile Home Loan Program (MHLP) to assist low-income families in San Mateo County move from cramped, deteriorating units to larger, new manufactured homes.

These homes have gone to teachers, caregivers, retired folks, mechanics and other people who previously lived in small, older recreational vehicles never designed for permanent dwelling.

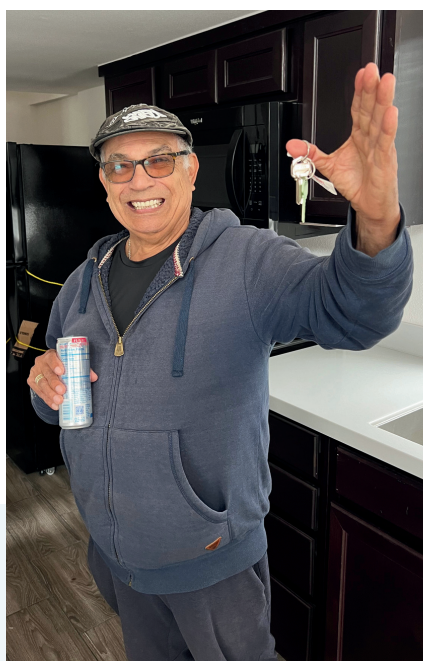
By addressing the financing gap for manufactured homes, HEART preserves naturally occurring affordable housing and ensures that San Mateo County families have access to safe, affordable, and dignified housing.

PROGRAM DETAILS

\$2 million
in initial funding from
the County of San Mateo

HEART offers loans of up to
\$100,000
at very low rates (0.5-3%)

TO DATE:
14 loans pre-approved
11 loans signed
6 new manufactured
homes installed



“ This program was life-changing.

We finally have space to cook, raise our daughter, and welcome friends into our home.” **JESUS LOPEZ, RETIRED MACHINE OPERATOR**

ANNUAL EVENT

Thank you to all the sponsors, community members, city staff, developers, and elected officials who joined us for Housing On Tap, HEART's annual event on September 25, 2025 at Devil's Canyon Brewing Company.

This year's program spotlighted a pressing need for our cities: affordable housing for the public employees who keep our communities running, including teachers, first responders, city staff, and other essential workers. We're grateful to our guest speakers for anchoring the conversation in real-world lessons and possibility:

- **Kalimah Salahuddin**, whose engaging remarks connected the audience to the "why" behind public workforce housing
- **Marco Chávez**, who shared lessons from partnering with HEART to acquire housing for San Mateo County Office of Education staff

Executive Director, Armando Sanchez, closed the program by outlining HEART's employee housing model and how local jurisdictions can utilize it to keep employees rooted in the communities they serve.



Thank you to our generous sponsors!

All of our work is made possible by your support.



With your contributions, HEART is advancing our mission to create and preserve affordable housing by financing new manufactured homes, partnering with cities to implement housing policy, and providing development loans.

Platinum \$10,000

Primavera Partners

Gold \$5,000

Kaiser Permanente
Prometheus Real Estate Group/Harvest Properties
SummerHill Apartment Communities

Silver \$2,500

CG Advisors
Citizens Bank
CORE
SC Properties

Bronze \$1,500

IBEW Local Union 617
Intero Real Estate
Meriwest Credit Union
MidPen Housing
Plumbers Local 467
Recology
Sares Regis Group of Northern California

FINANCIAL STATEMENT

STATEMENT OF ACTIVITIES

For the Years Ended June 30, 2025 and 2024*

REVENUES	2025	2024
Operating Grants and Contributions		
Member Agencies	\$236,363	\$236,363
Donors	\$4,538,015	\$2,081,483
General Revenues		
Charges for Services	\$446,651	\$171,341
Program Income	\$364,499	\$491,821
Investment Earnings	\$198,717	\$339,151
TOTAL REVENUES	\$5,784,245	\$3,320,160
EXPENSES		
General Management and Programs	\$1,118,042	\$933,646
Legal Services	\$9,904	\$1,069
Interest on Long-Term Debt	\$100,000	\$93,227
TOTAL EXPENSES	\$1,227,945	\$1,027,941
CHANGE IN NET POSITIONS	\$4,556,300	\$2,292,219

* 2025 Unaudited Financial Statements

STATEMENT OF NET POSITION

For the Years Ended June 30, 2025 and 2024*

ASSETS	2025	2024
Cash and Cash Equivalents	\$8,311,542	\$10,153,531
Receivables (net)		
Interest	\$1,689,301	\$1,665,692
Loans	\$19,153,335	\$12,834,504
Accounts	\$156,563	\$104,739
TOTAL ASSETS	\$29,310,743	\$24,758,467
LIABILITIES		
2025		
2024		
Current Liabilities	\$74,886	\$78,910
Long-Term Liabilities	\$5,000,000	\$5,000,000
TOTAL LIABILITIES	\$5,074,886	\$5,078,910
NET POSITION		
2025		
2024		
Temporarily Restricted Net Assets	\$6,689,652	\$6,689,652
Unrestricted Net Assets	\$12,989,905	\$10,697,686
Net Income	\$4,556,300	\$2,292,219
TOTAL NET POSITION	\$24,235,857	\$19,679,557

MEMBER AGENCIES

Thank you to our member cities, towns, and the County for your partnership.

Town of Atherton	City of Millbrae
City of Belmont	City of Pacifica
City of Brisbane	Town of Portola Valley
City of Burlingame	City of Redwood City
Town of Colma	City of San Bruno
City of Daly City	City of San Carlos
City of East Palo Alto	City of San Mateo
City of Foster City	City of South San Francisco
City of Half Moon Bay	Town of Woodside
Town of Hillsborough	County of San Mateo
City of Menlo Park	

HEART is a non-profit organization and joint-powers authority (JPA). The County and all twenty cities and towns in San Mateo County are members of HEART.

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 @HeartofSMC



HEART Staff

Armando Sanchez
Executive Director

Boris Vatkin Director,
Housing Programs

Tim Davis Director,
Housing Consulting Services

Mac Hart Program Manager,
Preservation Program

Alex Waggoner Program Manager,
Housing Consulting Services

Leslie Valencia Program Manager,
Housing Consulting Services

Audrey Washington
Program Analyst

Connect With Us

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**The Housing Endowment and Regional Trust
of San Mateo County**
2905 S. El Camino Real, San Mateo, CA 94403

2024-25 DONORS

Bank of America.



Provided significant funding for HEART
Quickstart Developer Loan Program



General Support

\$1,000-\$2,500 Robert Morehead

Up to \$250	Barbara Jabba	Max Discher
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