

APPLICATION FOR CITY OF Lake Elsinore

Organization Web Address: _____

Does your Organization expend \$750,000 or more a year in federal funds? Y ☒ or N ☐

Number of paid staff: 86

Number of volunteers: _____

Members/Board of Directors (*Attach*): Jessica Chang, Anna Barber, Jesse Forrest, Richard P

III. PROJECT ACTIVITY

A. Name of Project: BOOST (Business Operation & Optimization Support Tools)

B. Specific Location of Project

(*Attach Project Map - include street address; if a street address has not been assigned provide APN*)

Street or APN: _____

City: _____ Zip Code: _____

C. CDBG Funds Requested: \$112,000.00 (*total amount for the project only*)

D. Where will the proposed activity occur (be specific as to the geographic boundaries)? If the project involves a new or existing facility, what is the proposed service/benefit area for the facility?

The service area will be confined to daycares located within the City's boundaries. Upwards's services are conducted remotely and are available to daycare providers and families 24 hours a day, 7 days a week.

E. In which City (ies)/Communities does the activity occur?

City (ies): Lake Elsinore

Community (ies):

NOTE: HWS will make the final determination of the appropriate service area of all proposals.

F. If this project benefits residents of more than one community or jurisdiction, have requests been submitted to those other entitlement jurisdictions? (i.e., County district(s) 1st, 2nd, 3rd, 4th, and/or 5th, City of Palm Springs, City of Moreno Valley, City of Riverside, etc.)

G. Check **ONLY** the applicable category your application represents.

- ☐ Public Service
- ☐ Homeless Activities
- ☐ Real Property Acquisition (Must consult with HWS prior to submitting application)
- ☐ Housing
- ☐ Rehabilitation/Preservation (please provide picture of structure) Public
- ☐ Facilities (construction)
- ☐ Infrastructure (i.e. Streets, Sewer, Sidewalk, etc.)
- ☒ Other: (provide description) Economic Development

H. Respond to A & B **only** if this application is for a **public service** project.

(a) Is this a **NEW** service provided by your agency? Yes ☐ No ☐

(b) If service is **not** new, will the existing public service activity level be substantially increased or improved?

IV. **PROJECT NARRATIVE**

A. Provide a detailed **Project Description**. The description should only address or discuss the specific activities, services, or project that is to be assisted with CDBG funds. If CDBG funds will assist the entire program or activity, then provide a description of the entire program or activity:

The childcare business specialists, funded by CDBG, will provide personalized coaching on essential areas such as business operations, financial management, licensing, and compliance. In addition to these specialists, other key staff will support technology integration, marketing efforts, and enrollment optimization, equipping providers with the tools they need to reach new families and improve their operational efficiency. This comprehensive support will help providers expand their businesses, increase their enrollment capacity, and ultimately serve more families in the community.

By focusing on business expansion, BOOST not only strengthens the sustainability of these micro-enterprises but also has a direct positive impact on the community. As providers grow, they will create more childcare slots, making affordable, high-quality childcare available to more low-income families. Additionally, the expansion of these businesses will lead to new employment opportunities within the childcare sector, supporting the local economy and promoting community development. Through this targeted use of CDBG funds, BOOST will drive long-term economic growth and comm

- B. Provide a detailed description of the proposed use of the CDBG funds only (e.g. client scholarships, purchase of specific equipment, rent, supplies, utilities, salaries, etc.):

The \$112,000 in CDBG funds for the BOOST (Business Operation & Optimization Support Tools) Program will be specifically allocated to cover personnel expenses, which are crucial for the successful execution and delivery of the program. Of this amount, \$110,320 will be used for salaries and \$1,680 for fringe benefits, ensuring that key staff can focus on providing essential support to 24 family childcare providers in low- to moderate-income communities.

CDBG funds will specifically cover:

Salaries: Financial support for key roles, including business specialists and program staff, who are essential to the program's success. Fringe Benefits: Coverage for healthcare, payroll taxes, and other benefits, ensuring that the program's staff is well-supported and motivated.

Upwards will leverage its own resources to match the CDBG funding, covering all remaining program expenses, such as management software, marketing materials, translation services, and operational costs. This strategic financial approach allows CDBG funds to focus on supporting the program's core human resources, while Upwards' contribution strengthens the program's infrastructure and capacity to deliver long-term, sustainable success to childcare providers in the community.

- C. What are the goals and objectives of the project, service, or activity? How will you measure and evaluate the success of the project to meet these goals and objectives (measures should be qualitative)?

Objectives: Business Expansion: Help providers increase enrollment and expand their operations. Financial Stability: Improve financial management to ensure business growth. Operational Efficiency: Streamline operations through technology and marketing support. Community Impact: Expand access to affordable childcare for LMI families and create jobs.

Measurable Outcomes: Revenue Growth: 30% of providers will increase gross revenue by 20%. Job Creation: 80% of providers will remain open, and 30% will hire teaching assistants, resulting in 14 LMI jobs retained and 4 new jobs created. Increased Childcare Slots: 30% of providers will expand the number of available childcare slots. Family Satisfaction: 75% of families will report having reliable childcare that meets their needs.

- D. Please identify the project milestones using an Estimated Timeline for Project Implementation: The BOOST Program will follow a 12-month plan. In the first two months, it will recruit and onboard 14 family childcare providers from low- to moderate-income communities and assess their operations. In months three and four, providers will receive training in business and financial management, along with one-on-one coaching to develop growth plans. By months five and six, childcare software will be introduced, and marketing support provided to boost enrollment. Months seven through nine will focus on licensing, compliance, and hiring teaching assistants to expand capacity. The final three months will involve evaluating outcomes like enrollment, revenue, jobs

V. PROJECT BENEFIT

- A. Indicate the number of people or households that will directly benefit from your proposal using CDBG funds; *Note: This is based on the expected number of clients to be served if the County funds your project for the requested amount.*

The BOOST Program is expected to directly benefit 14 family childcare providers, who will receive comprehensive business and technical support through CDBG funds. In addition, the program will indirectly benefit approximately 100-200 families and households who rely on these providers for affordable and reliable childcare services. By enhancing the capacity and operational efficiency of these providers, the program will improve access to quality childcare for families in low- to moderate-income communities.

- B. Indicate the number of unduplicated clients that will be served (*An unduplicated client is counted only once, no matter how many direct services the client receives during a funding year*):

The BOOST Program will directly benefit 14 family childcare providers, offering them comprehensive business and technical support funded by CDBG. This support will enhance their capacity to serve approximately 200 families and households, providing much-needed affordable and reliable childcare in low- to moderate-income communities. Additionally, the program is expected to create 4 new LMI (low- to moderate-income) jobs by enabling providers to expand their operations and hire additional staff, further contributing to local economic development and job creation in the childcare sector.

- C. Length of proposed CDBG-funded activities or service (weeks, months, year):

The proposed CDBG-funded activities for the BOOST Program will span a total of 12 months. This year-long period will provide sufficient time for recruitment, training, business expansion, and evaluation to ensure meaningful and sustainable outcomes for the participating childcare providers and the families they serve.

- D. Service will be provided to (check one or more):

☒ Men

☒ Women

☐ Children (Range of children's ages : _____)

☐ Homeless (Number of beds at facility : _____)

☐ Seniors

☐ Severely Disabled Adults

☐ Migrant Farm Workers

☐ Families

- E. What methods will be used for community involvement to assure that all who might benefit from the project are provided an opportunity to participate?

The BOOST Program will ensure broad community involvement and reach all eligible family childcare providers by partnering with local organizations, advocacy groups, and city agencies to engage providers in low- to moderate-income communities.

Along with these partnerships, BOOST will launch a targeted outreach campaign using online platforms, social media, and distributing flyers through community centers and local businesses.

The program will host in-person and virtual workshops, offering flexible schedules to accommodate busy providers, and will also use direct outreach via phone, email, and text. This approach will ensure everyone has the opportunity to learn about and join the program.

- F. What evidence is there of a long-term commitment to the proposal? Describe how you plan to continue the work (project) after the CDBG funds are expended?

The BOOST Program is a one-year initiative aimed at helping daycare providers expand their businesses, increase enrollment, boost revenue, establish an online presence, reduce administrative hours, and strengthen connections to local resources. By the program's end, providers will be ready to hire staff and invest in tools to operate successfully without public assistance.

Participants can use Upwards' management software for free as they transition out of the low-to-moderate income bracket but may choose other options after the program. BOOST empowers providers with the skills and tools needed to sustain their businesses long-term. We may seek funding for a new cohort, and those still in the low-to-moderate income bracket will continue receiving free support.

VI. National Objective

All CDBG-funded activities must meet at least one of the following National Objectives of the CDBG program. Indicate the category of National Objective to be met by your activity.

CATEGORY A: Benefit to low-moderate income persons (must be documented). Please choose either subcategory 1 or 2:

1. Limited Clientele:

The project serves clientele that will provide documentation of their family size, income, and ethnicity. Identify the procedure you currently have in place to document that at least 51% of the clientele you serve are low-moderate income persons.

To ensure at least 51% of BOOST Program participants are low- to moderate-income (LMI), we have a thorough documentation process. Childcare providers submit information on income, family size, and ethnicity, verified through tax returns or W-2 forms, based on HUD income guidelines.

Our team regularly monitors this data to ensure compliance and meets HUD reporting requirements by collecting demographic details. This process ensures accountability and effective resource targeting, with an expectation that 100% of participants will meet LMI criteria.

2. Clientele presumed to be principally low- and moderate-income persons:

The following groups are presumed by HUD to meet this criterion. You will be required to submit a certification from the client (s) that they fall into one of the following presumed categories.

The activity will benefit (check one or more)

☐ Abused children

☐ Battered spouses

☐ Elderly persons

☐ Severely disabled adults

☐ Homeless persons

☐ Illiterate adults

☐ Persons living with AIDS

☐ Migrant Farm workers

a. Describe the clientele above to be served by this activity:

b. Discuss how this project directly benefits low- and moderate- income residents:

CATEGORY B: Area Benefit - The project or facility serves, or is available to, **ALL** persons located within an area where at least 51% of the residents are low/moderate-income. *(Applicant is welcome to contact a County of Riverside, HWS CDBG Program Manager for Census Information)*

2020 Census Tract and Block Group numbers:

Total population in Census Tract(s) / block group(s): _____

Total percentage of low-moderate population in Census Tract(s) / block group(s): _____

CATEGORY C: Activities undertaken to create or retain permanent jobs, at least 51% of which will be made available to or held by low/moderate-income persons.

Proposed Job Creation/Retention

Total Jobs Expected to Create: 4

Total Jobs Expected to Retain: 14

CATEGORY D: Activities that provide assistance to micro-enterprise owners/developers who are low/moderate-income.

Proposed Assistance to Businesses

New Businesses expected to assist: _____

Existing Businesses expected to assist: 14

Enter Total Businesses expected to assist: 14

VII. FINANCIAL INFORMATION

A. Proposed Project Budget

Complete the following annual program budget to begin July 1, 2025. If your proposed CDBG-funded activity will start on a date other than July 1, 2025, please indicate starting date. Provide total Budget information and distribution of CDBG funds in the proposed budget.

The budgeted items are for the specific activity for which you are requesting CDBG funding - NOT for the budget of the "entire" organization or agency. (**Note: CDBG funds requested must match amount requested in Project Activity, C above.**)

(EXAMPLE: The Valley Senior Center is requesting funding for a new Senior Nutritional Program. The total cost of the program is \$15,000 and \$10,000 in CDBG funds is being requested for operating expenses associated with the proposed activity. The total Activity/Project Budget will include \$5,000 of other non-CDBG funding and \$10,000 in CDBG funds for a Grand Total of \$15,000).

	TOTAL ACTIVITY/ PROJECT BUDGET (Include non-CDBG Funds and CDBG Funds)	CDBG FUNDS REQUESTED-Only
I. Personnel		
A. Salaries & Wages	\$ <u>110,320</u>	\$ <u>110,320</u>
B. Fringe Benefits	\$ <u>1,680</u>	\$ <u>1,680</u>
C. Consultants & Contract Services	\$ _____	\$ _____
PERSONNEL SUB-TOTAL	\$ <u>112,000</u>	\$ <u>112,000</u>

II. Non-Personnel

A. Space Costs	\$ _____	\$ _____
B. Rental, Lease or Purchase of Equipment	\$ 4,480	\$ _____
C. Consumable Supplies	\$ 18,658	\$ _____
D. Travel	\$ _____	\$ _____
E. Telephone	\$ _____	\$ _____
F. Utilities	\$ _____	\$ _____
G. Other Costs	\$ _____	\$ _____
NON-PERSONNEL SUB-TOTAL:	\$ _____	\$ _____

III. Other

A. Architectural/Engineering Design	\$ _____	\$ _____
B. Acquisition of Real Property	\$ _____	\$ _____
C. Construction/Rehabilitation	\$ _____	\$ _____
D. Indirect Costs	\$ _____	\$ _____
E. Other	\$ 700	\$ _____
OTHER SUB-TOTAL:	\$ 23,838	\$ _____
GRAND TOTAL:	\$ 135,838	\$ 112,000

B. Leveraging

List other funding sources and amounts (commitments or applications) which will assist in the implementation of this activity. Current and pending evidence of leveraging commitments/applications must be submitted with application. **(Attach)**

Federal:

State/Local:

Private: Upwards commits \$23,838 of its resources to match CDBG funding to cover costs for locally tailored management, marketing, training, supplies

Fees:

Donations:

Other:

- C. What type of long-term financial commitment is there to the proposal? Describe how you plan to continue the work (project) after the CDBG funds are expended?

Upwards is committed to the BOOST Program, but its continuation depends on securing additional funding. After a successful first year, Upwards plans to reapply for CDBG funds and explore other grants and partnerships for long-term sustainability.

In its first year, BOOST will focus on giving childcare providers the tools and skills to sustain and grow their businesses independently. By the program's end, providers will be better equipped to manage finances, improve operations, and grow their businesses. With more funding, Upwards aims to support additional providers in achieving long-term success and self-sufficiency

- D. Provide a summary by line item of your organization's previous year's income and expense statement. (Attach)

- E. Does this project benefit residents of more than one community or jurisdiction, have requests been submitted to those other jurisdictions? Yes ☐ No ☒

If yes, identify sources and indicate outcome.

Yes, BOOST operates in multiple municipalities across California and other states. Previous funding includes \$138,500 from Cathedral City and \$258,000 from Sonoma

If no, please explain.

- F. Was this project or activity previously funded with CDBG? Yes ☒ No ☐

If yes, when?

FY 20221-FY 2024 from Cathedral City, Palo Alto, Escondido, San Jose in CA.

Is this activity a continuation of a previously funded (CDBG) project? Yes ☐ No ☒

If yes, explain:

VIII. MANAGEMENT CAPACITY

- A. Describe your organization's experience in managing and operating project or activities funded with CDBG or other Federal funds.

Upwards has successfully used CDBG funding to impact communities through its BOOST program, which supports local childcare providers. Demonstrating its effectiveness in fostering economic development and community improvement through childcare micro-enterprises. The organization remains committed to leveraging its expertise for future initiatives.

B. Management Systems

Does your organization have written and adopted management systems (i.e., policies and procedures) including personnel, procurement, property management, record keeping, financial management, etc.?

Yes, Upwards has written and adopted management systems in place, including comprehensive policies and procedures for personnel, procurement, property management, record keeping, and financial management. These systems are designed to ensure compliance with all regulatory requirements and provide clear guidelines for managing operations. Our financial management system is particularly robust, ensuring that all funds, including CDBG and other federal funds, are managed responsibly and transparently. These systems enable Upwards to maintain high standards of accountability and efficiency across all aspects of our operations.

C. Capacity

Please provide the names and qualifications of the person(s) that will be primarily responsible for the implementation and completion of the proposed project.

Judy Ahumada, Program Director: Judy is at the helm of our government partnership initiatives, bringing a proven track record of managing five funded projects to success. Her comprehensive oversight of the BOOST program is pivotal in aligning our efforts with the established goals and objectives.

Starlynn Perez, Care Specialist: Starlynn's 18+ years of experience in the childcare industry are the foundation of her role in developing educational curriculum and coaching participants, ensuring our childcare services are both high-quality and impactful.

Alex Estrada, Care Specialist: Alex brings extensive experience in child development and family services, with a Master's degree in Child Development. Her career has focused on supporting families, particularly in high-risk populations. Alex's background in Head Start programs demonstrates her commitment to early childhood education and family support services. Her skills in case management, policy implementation, and community outreach make her a valuable asset in childcare and family service settings.

Kay Oliva, the Enrollment Specialist, will manage the intake and tracking of participants. With 5 years of experience in enrollment management for early childhood programs, Kay will ensure a smooth process for the entrepreneurs targeted by the program, guiding them through eligibility verification and matching them with appropriate support services.

Saphira Howell, Communication and Education: With five years of executing data-driven marketing campaigns, Saphira leads our outreach to providers and families, ensuring widespread awareness and engagement with our programs.

IX. APPLICATION CERTIFICATION

Undersigned hereby certifies that (check box after reading each statement and digitally sign the document):

1. The information contained in the project application is complete and accurate. ✓
2. The applicant agrees to comply with all Federal and County policies and requirements imposed upon the project or activity funded by the CDBG program. ✓
3. The applicant acknowledges that the Federal assistance made available through the CDBG program funding will not be used to substantially reduce prior levels of local, (NON-CDBG) financial support for community development activities. ✓
4. The applicant fully understands that any facility built or equipment purchased with CDBG funds shall be maintained and/or operated for the approved use throughout its economic life, pursuant to CDBG regulation. ✓
5. If CDBG funds are approved, the applicant acknowledges that sufficient non-CDBG funds are available or will be available to complete the project as described within a reasonable timeframe. ✓
6. On behalf of the applying organization, I have obtained authorization to submit this application for CDBG funding. (**DOCUMENTATION ATTACHED Minute Action and/or written Board Approval signed by the Board President**) ✓

DATE: 10-15-2024

Signature: Felipe Gamboa

Print Name/Title Felipe Gamboa/Community Impact Rep
Authorized Representative: _____