

City of Ukiah

Grants Management Division



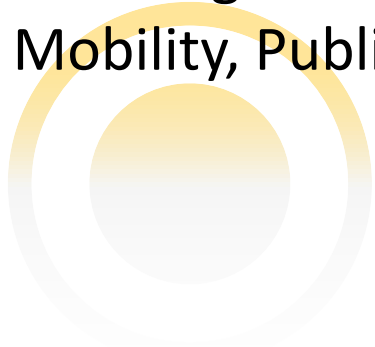
Community Development Department

2 Grant Program Case Studies

Presented by:

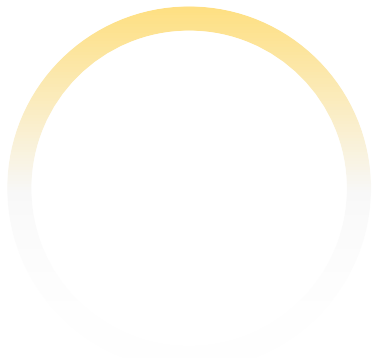
Jim Robbins, Housing and Grants Manager
Andrea Trincado, Project and Grants Manager



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- Speakers:
 - Jim Robbins, Housing and Grants Manager
 - Andrea Trincado, Project and Grants Manager
 - Staff in City of Ukiah Community Development Department
 - We started with an *intentional* vision to integrate grant funding into City programs and operations.
 - Seek to target grant funding to goals in the City's General Plan, including the 7 elements: Agriculture, Economic Development, Housing, Land Use, Mobility, Public Facilities & Infrastructure, and Safety.
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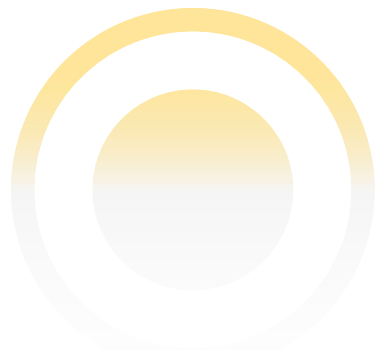
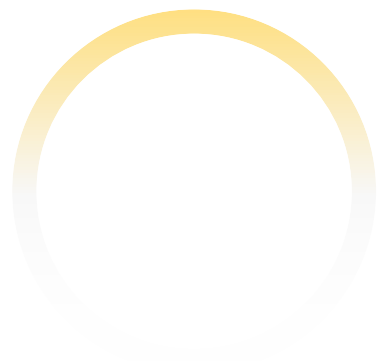


Brief Introduction to Grant Development and Grant Management Best Practices



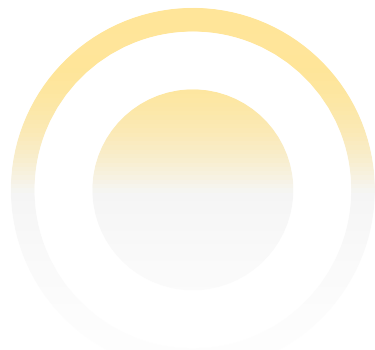
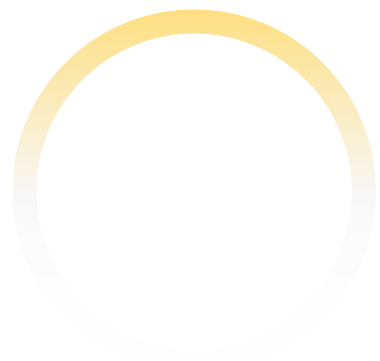
Grant Development Best Practices: Project Selection and Prep Work

- Attention to detail
- Make use of expert, professional, and consultant knowledge
- Proactive and intentional grants system that effectively prioritizes projects
- “Low-hanging fruit” approach when opportunities present themselves



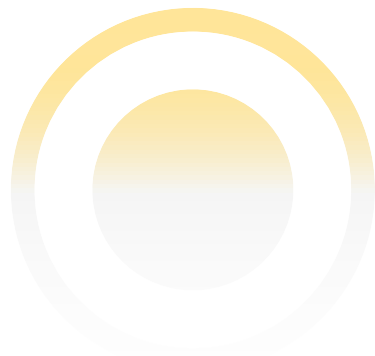
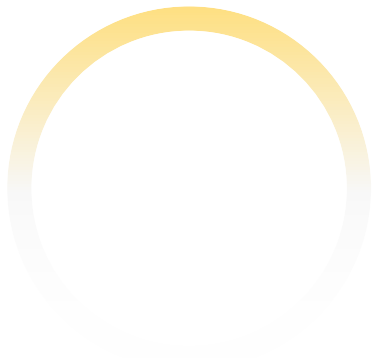
Grant Management Best Practices: Post-Award Grant Management

- Plan for post-award grant management
- Understand and follow grant maker rules
- Grant reporting (quarterly, annual)
- Grant-compliant billing and accounting practices
- Grant close-out
- Possibility of post close-out audits



Time Required to Submit Competitive Proposals

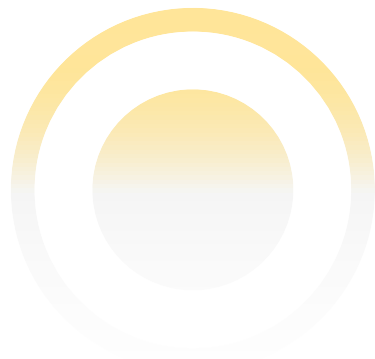
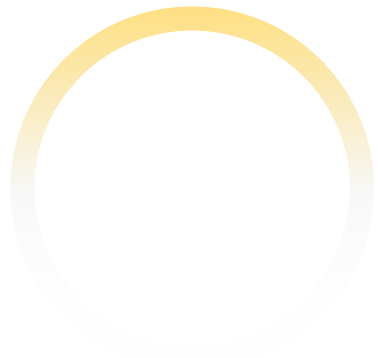
- Scope of Work and Budget development
- Researching grant opportunities
- Make use of your existing contacts and network with state and federal agencies
- Multiple attempts at same grant program; solicit feedback on unsuccessful proposals



Time Required to Manage Grants After Funding (Post-Award)



State and federal grants add significantly to project timeline. Build the extra time into your project planning.



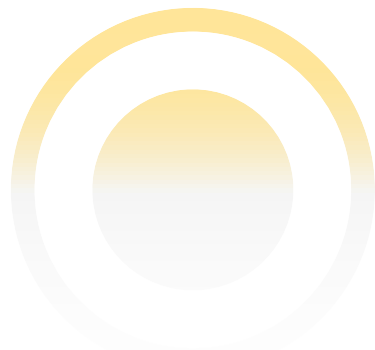
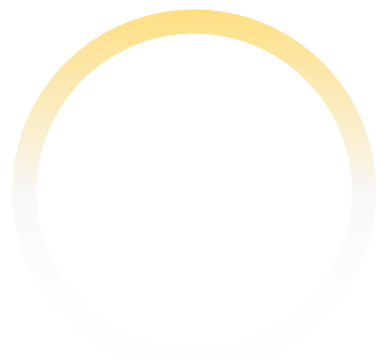
Case Study 1

3 CDBG Programs in Support of Housing



Code Enforcement Services, Housing Rehabilitation, and Housing Conditions Survey

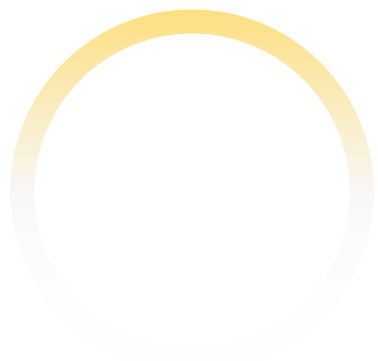
Presented by: Jim Robbins



Background



- The City of Ukiah is seven years into an *intentional program* to increase sustainability by better linking planning, building, code enforcement, fire prevention, business licensing, grants management, and housing into a single overall approach to Community Development.
- The seven-year program started with a Housing Strategy at the City Council level, then the creation of a Housing Trust Fund, a Housing Division, integration of Code Enforcement, Grants Management, and Fire Prevention, and most recently the Business License and Services Program.



City of Ukiah's Approach

- The City saw a link between Code Enforcement and Housing Rehabilitation Programs, and a need to conduct a Housing Conditions Survey to better address the housing conditions in the community.
- In 2021 the City applied for the Code Enforcement & Housing Rehab programs, with a goal to operate these CDBG-eligible activities simultaneously. These were awarded in 2022 and staff started operating in 2023.
- These programs currently operate within 6 LMI census block groups in a city of 4.8 square miles and a population of 16,500 people.
- Satisfies requirement under Housing and Community Development Act (HCDA) section 105(a)(3).



HCDA Section 105(a)(3)

- This regulation states that code enforcement **must** be performed in conjunction with improvements, rehabilitation, or services.
- The purpose of this requirement is to ensure that deteriorating areas are being made safe and sanitary for the general public, not to generate revenue through code violation fines, or improve a neighborhood through the relocation of low-income residents.
- The City believes that by operating the Code Enforcement and Housing Rehab programs together, they can be compliant with the statute AND address the needs in the community.

City of Ukiah's Code Enforcement Program

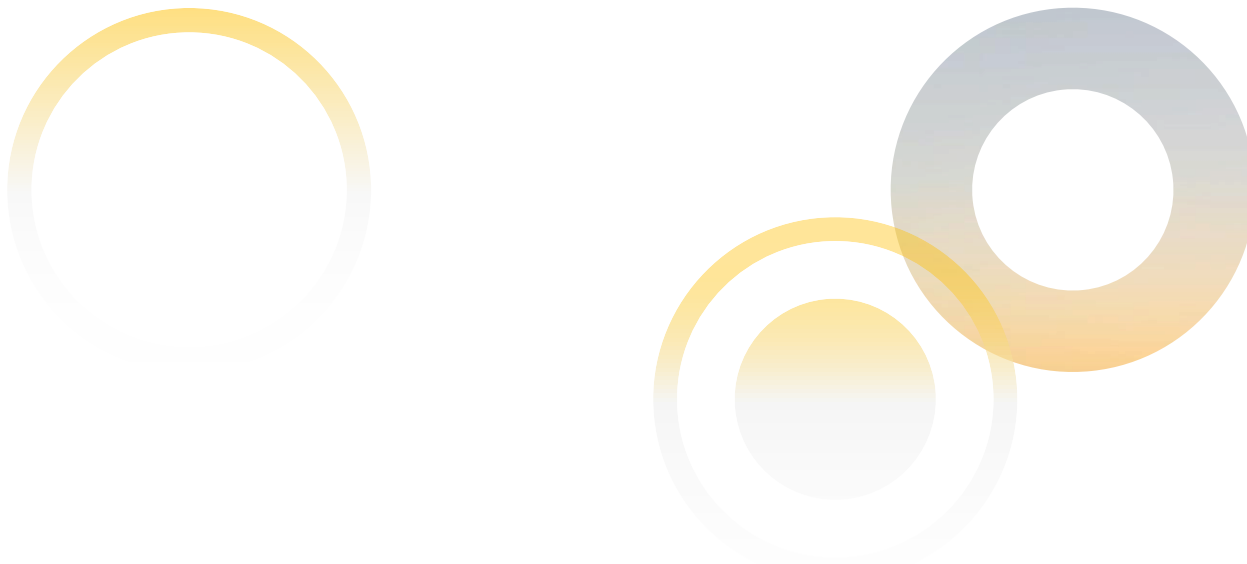
- **Purpose:** Help identify distressed properties in need and to assist those cited with making needed improvements.
- Using the CDBG funding, the City was able to hire a Code Enforcement Inspector.
- The Code Enforcement Inspector is out in the community, talking with residents, and is well-versed on the Housing Rehab Program that is being offered for those who are issued citations.
- The Code Enforcement Inspector and Housing Division work closely together, meeting regularly to share information and discuss best practices.

City of Ukiah's Housing Rehabilitation Program

- **Purpose:** Provide assistance to low- and moderate-income (LMI) households, including those with housing-related citations and other rehab needs.
- With increased demand for housing and corresponding increase in development activity, costs of construction have increased.
- The community is facing an aging and deteriorating housing stock.
- For LMI owner-occupants in particular, the situation makes those health & safety repairs costly and out of reach for many.

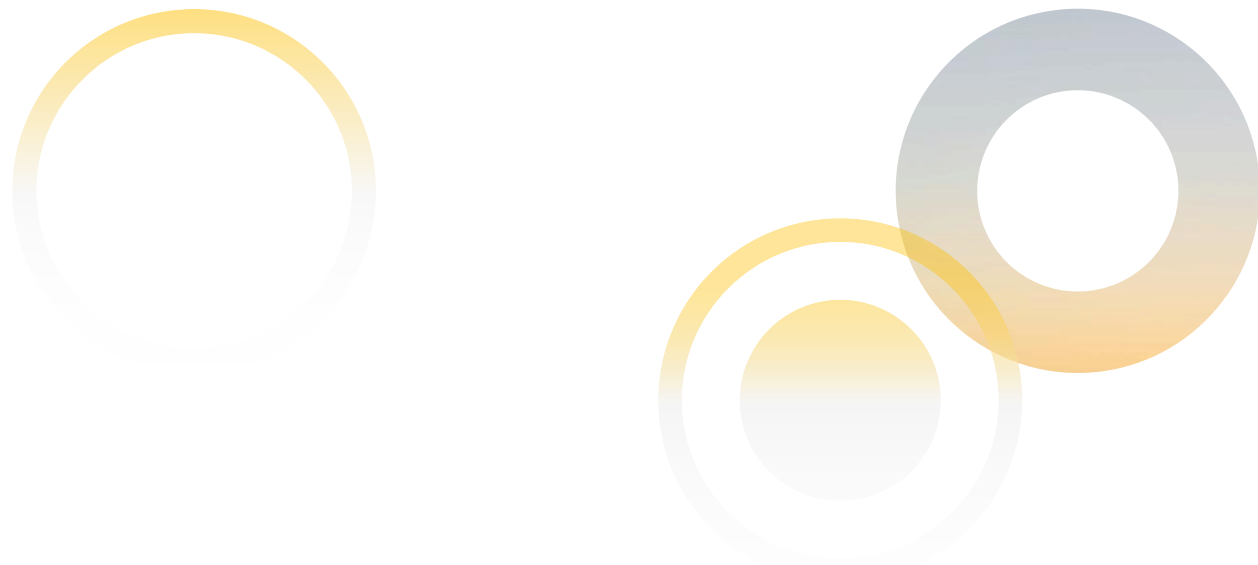
Housing Conditions Survey

- Application submitted in 2022.
- Work started in October 2023 and should be completed by the end of 2025.
- Purpose of the survey is to give staff an up-to-date snapshot of current housing conditions in the City's LMI neighborhoods, as well as identify areas for staff to focus on in the future. Also, data for future grant proposals.



Everyone Working Together

- Operating these three programs together is highly motivating and gives staff a sense of serving a larger goal of improving housing conditions for LMI families.
- All of the programs are run together in-house. Goal is to have qualified staff working together in the same department so the City can get as much traction as possible to address the housing needs in the community.



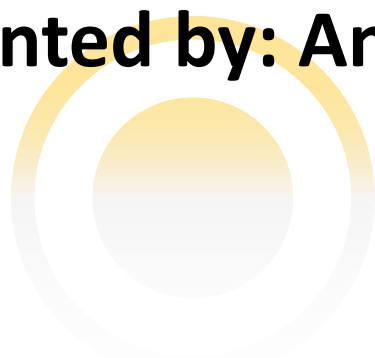
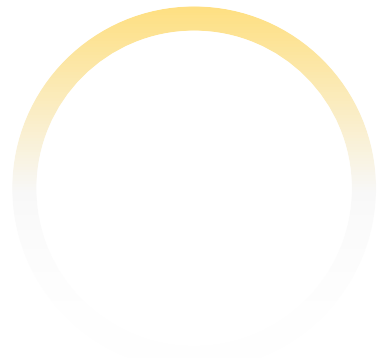
Case Study 2

Ukiah Gigabit Fiber Project



A grant funded economic development opportunity to work within a public-private partner to improve internet services for businesses and residents and reduce City long-term City operating expenses.

Presented by: Andrea Trincado



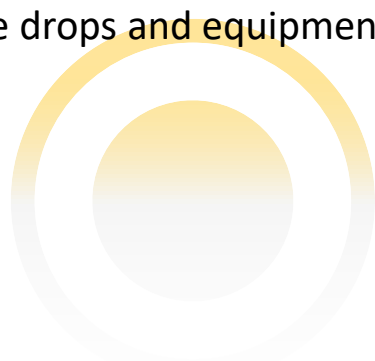
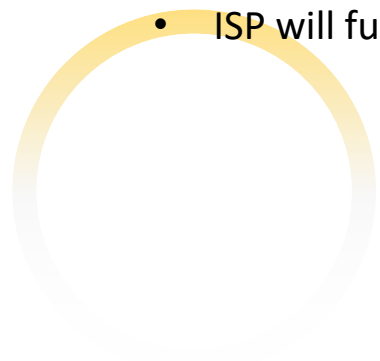
CPUC FFA Last Mile Grant

- Recognizing internet service deficiencies at City facilities, the Grants Division was directed to focus on opportunities to improve service to City facilities and underserved residents and businesses.
- In 2022, the City of Ukiah Grants Division obtained a CPUC Local Agency Technical Assistance (LATA) grant to improve these conditions. Grant funded work with a consultant to develop a Broadband Master Plan, design of a fiber optic project to connect thirteen City facilities to the planned State Middle Mile project, and develop an RFP for an ISP partner to establish a public private partnership for long term O&M.
- City selected a partner and leveraged the LATA funded work to apply for a CPUC FFA Last Mile grant to build a fiber optic network. The grant will fund construction of 29 miles of fiber backbone, connecting over 300 unserved and the 13 City facilities.

Public-Private Partnership



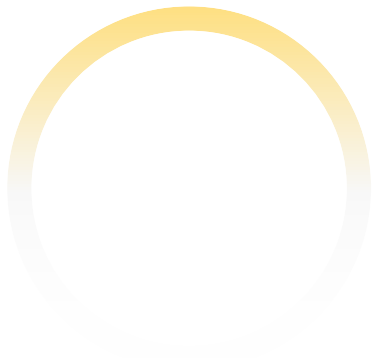
- The grant gave additional points to cities that were working with qualified ISPs to form a public private partnership for operations, maintenance, and customer service.
- Recognizing the need to balance benefits of public ownership and private expertise and service delivery, the CPUC encouraged formal relationships between these entities to develop successful and viable projects that promote a competitive market and close the digital divide.
- City worked with consultant to develop an RFP and selected a qualified ISP that was able to offer expertise in fiber optic networks. Once built, the ISP will operate, maintain, and offer customer service and billing. The grant has made the project viable to the ISP and establishes a basic network within a new and growing market. This encourages further buildout and investment over time.
- ISP will fund customer service drops and equipment and own that portion of the network.



Improving City Services



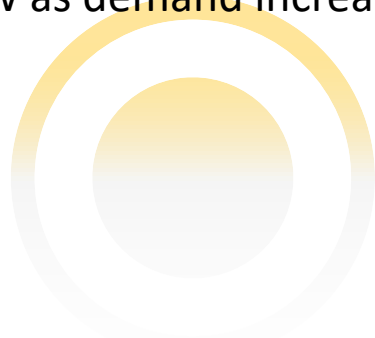
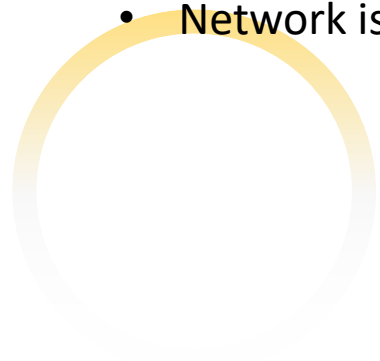
- The \$5.4 million dollar project will pass thirteen City facilities that are either currently unserved or in need of improved services.
- City negotiated no cost internet service to these facilities at speeds of 10GB+ upload/download speeds to these facilities in exchange for a long-term lease of the system.
- City will own the system and ISP will carry ongoing expense to operate, maintain, and provide customer service and billing.
- Provides on going cost savings and improved service for the City for the next 30+ years.
- Once constructed the network can serve as a backbone for future Smart City infrastructure, enabling high-speed data transmission to support intelligent traffic management, public safety, smart energy grids, and advanced waste management, optimizing City operations and improving quality of life in Ukiah.



Economic Development Opportunity



- The infusion of grant funds makes entry into the Ukiah market viable for the ISP.
- Currently service within the City ranges between 20-200mbps download/10-30mbps upload. Fiber optic service will increase speeds to 10GB symmetrical speeds with affordable rates of \$30-50 monthly subscription rates for residents and competitive rates for businesses.
- High speed internet will open opportunities for new and existing businesses and anchor institutions (hospital, college, library) to obtain state of the art services.
- Network is expected to grow as demand increases over time.



THANK YOU!

Comments or Questions?

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