



## 48<sup>th</sup> Annual Conference

**Strengthening Communities through Community Development and Partnerships**

**June 13-17, 2017**

**Hyatt Regency**

**Miami, FL**

# Agenda

### Tuesday, June 13, 2017

7:00 pm to 10:00 pm

**Pre-Conference Networking Event: Biscayne Bay Cruise**

### Wednesday, June 14, 2017

8:00 am – 5:00 pm

Conference Registration and Information – [Lower Promenade](#)

8:00 am – 9:00 am

Continental Breakfast – [Upper & Lower Promenade](#)

8:30 am – 9:10 am

**Opening/Welcoming Remarks/CDBG and HOME Funding Update – [Jasmine](#)**

The host city will welcome conference participants and NCDA's Executive Director will provide an update on FY 2018 CDBG and HOME funding.

#### Remarks

The Honorable Tomas Pedro Regalado (Mayor of Miami)

Bonnie Moore (City of Shreveport, LA), NCDA President

George Mensah, Director, Department of Community & Economic Development, Miami, FL

Vicki Watson, NCDA Executive Director

9:10 am – 10:40 am

**Plenary Session: Development of the Assessment of Fair Housing (AFH) Tool – [Jasmine](#)**

This session will provide tips, advice, and updates on the development of the Local Government Assessment Tool from local grantees. HUD staff will provide a synopsis of the Local Government Assessment Tools that have been submitted to HUD thus far, discuss why some of the initial submissions

were not approved, and provide advice on developing the Tool to ensure its approval by HUD. The City of Seattle will present on production challenges faced in developing its Tool, tips for fostering community engagement, making the AFH work sustainable, and why conducting the process can benefit you as a community in the long run.

Moderator:  
Vicki Watson  
Executive Director  
NCCA

Panelists

Adam Norlander  
Special Assistant  
U.S. Department of Housing and Urban Development  
Washington, DC

Debra Rinehart, MPA, JD  
Senior Planner  
City of Seattle, WA

10:40 am – 10:45 am  
Break

10:45 am – 12:10 pm

**Concurrent Sessions**

**Using CDBG for Special Economic Development Activities – [Jasmine](#)**

The CDBG program’s flexibility includes its use to provide financial assistance to for-profit businesses for job-creation and retention; however, very few grantees take advantage of this special use. This session will provide an overview of the Special Economic Development Activities within CDBG and provide tools for establishing a business loan program, with examples.

The City of Vancouver will discuss developing and implementing a small business technical assistance program. Topics will include identifying partner agencies, program goals and outcomes, implementation challenges, targeted outreach, and linking technical assistance to CDBG-funded Individual Development Accounts.

Moderator:  
David Bachrach  
Community Development Coordinator  
Community Development Division  
City of East Providence, RI

Panelists

George Mensah  
Director

Department of Community and Economic Development  
City of Miami, FL

Peggy Sheehan  
Community Development Programs Manager  
City of Vancouver, WA

**Preparing for HUD Monitoring - [Hibiscus A](#)**

Local HUD staff will provide the nuts and bolts of preparing for HUD monitoring of your CDBG and HOME programs.

Moderator:  
Patrick Sullivan  
Director  
Department of Planning, Housing and Community Development  
City of New Bedford, MA

**Panelists**

John Quade, Sr.  
Senior Community Planning and Development (CPD) Representative  
U.S. Department of Housing and Urban Development  
Miami, FL

Nora Casal  
Senior Community Planning and Development (CPD) Representative  
U.S. Department of Housing and Urban Development  
Miami, FL

**Management Session: Retaining Good Employees – [Orchid AB](#)**

This session will focus on retaining employees through the use of benefits and incentives, awards, building professional skills, coaching/mentoring, and providing growth opportunities. Staff from the City of Burlington, VT will talk about employee morale, using evaluations as a time of self-reflection, and hiring right the first time. The City of Arlington, TX will focus on retention efforts, particularly for millennials and emerging leaders. City of McKinney, TX will discuss coaching and training, succession planning, and creating an engaging culture in the workplace.

Moderator:  
Dianne Taylor  
Executive Director  
Council of State Community Development Agencies  
Washington, DC

**Panelists**

Marcy Esbjerg

Assistant Director  
Community, Housing and Opportunity Programs  
City of Burlington, VT

Shirletta Best  
Community Services Administrator  
Housing and Community Development Department  
City of McKinney, TX

Darwin Wade  
Grants Coordinator II  
Department of Community Development and Planning  
City of Arlington, TX

12:10 pm – 1:15 pm  
**Lunch on your own**

1:15 pm – 3:15 pm  
**Training/Workshops**

**Uniform Grant Guidance: Examples of Internal Controls - [Hibiscus A](#)**

This session will provide information on establishing and maintaining effective internal controls in CDBG, HOME and other federal grants programs to assure compliance with laws and regulations.

Moderator:  
Anne Marie Belrose  
Assistant Director  
Department of Neighborhood Development  
City of Boston, MA

Panelists  
Anne Marie Belrose  
Assistant Director  
Department of Neighborhood Development  
City of Boston, MA

Carole Stewart-Heron, CPA, CFE, CGMA | Partner  
Grant, Stewart-Heron, LLC  
Tamarac, FL

Maria Eisenhart  
Assistant Director, Finance  
Department of Community and Economic Development  
City of Miami, FL

### **Section 3 Compliance** – [Orchid AB](#)

Section 3 requires HUD grantees to the greatest extent possible provide training and employment opportunities on federal projects to low-income residents and businesses. This session will review the regulatory compliance requirements for Section 3 and offer tips on compliance management and reporting.

#### Trainer:

J. Keith Swiney  
President/CEO  
Motivation, Inc.  
Dallas, GA

### **CDBG and HOME Program Efficiencies: Making the Programs Work Better** – [Jasmine](#)

This session will focus on streamlining CDBG and HOME program functions and increasing staff productivity to increase program cost savings and efficiencies. The City of Burlington will present on decreasing the number of grantees and funding for multiple years for CDBG as well as cross training staff. City of Miami staff will provide examples of how they have used program policies, a better organization of staff responsibilities, outsourcing, and additional administrative resources to do more with less federal administrative funding.

#### Moderator:

Frankie L. Atwater, MPA, HDFP  
Director  
Department of Housing and Community Development  
Fulton County, GA

#### Panelists

Marcy Esbjerg  
Assistant Director  
Community, Housing and Opportunity Programs  
City of Burlington, VT

George Mensah  
Director  
Department of Community and Economic Development  
City of Miami, FL

Alfredo Duran  
Deputy Director  
Department of Community and Economic Development  
City of Miami, FL

### **Management Session: Addressing Grants Administration Deficiencies** – [Gardenia](#)

Local HUD field office staff will discuss program and management deficiencies found in CDBG and HOME grantee programs and will offer solutions to conference participants for dealing with similar deficiencies.

Moderator:  
Oren Henry  
Director  
Housing and Community Development Department  
City of Orlando, FL

Panelists

John Quade, Sr.  
Senior Community Planning and Development (CPD) Representative  
U.S. Department of Housing and Urban Development  
Miami, FL

Nora Casal  
Senior Community Planning and Development (CPD) Representative  
U.S. Department of Housing and Urban Development  
Miami, FL

3:15 pm – 3:20 pm  
Break

3:20 pm – 4:45 pm

**Concurrent Sessions**

**Procurement** - [Hibiscus A](#)

This session will focus on CDBG procurement standards to include types of procurement, procurement procedures and documentation to ensure federal procurement requirements are met. The City of Miami will cover the five Super Circular federal grant requirements at CFR 200 to include: micro-purchases, small purchases, sealed bids, sealed proposals and non-competitive proposals. The City of Shreveport will provide information on procurement procedures that cover purchase orders, petty cash, and written contracts.

Moderator:  
Ewana Lindo-Smith  
CD Administrator  
Planning and Community Development Department  
Town of Brookline, MA

Panelists

Annie Perez  
Director of Procurement  
City of Miami, FL

Fred Thomas  
Bureau Chief of Administration

Department of Community Development  
City of Shreveport, LA

**Strategies for Creating Non-Federal Affordable Housing Streams** – [Jasmine](#)

With current budget pressures facing community development programs, the need for dedicated streams of funding for affordable housing has never been greater. This session will provide ways by which cities and counties are generating non-federal affordable housing funds from inclusionary zoning programs, linkage fees and the establishment of various types of Housing Trust Funds at the local level.

Seattle will share its new Mandatory Housing Affordability Act (MHA) and doubling its local housing levy as one of several non-federal funding strategies. These two funding sources are supported in the city's Housing Affordability and Livability agenda (to aggressively Seattle's increasing affordability crisis) and officially adopted via the city's Comprehensive Growth Management Plan.

Vancouver will share information on its Affordable Housing Fund, a seven-year property tax levy approved by voters in November 2016 that will serve residents earning up to 50% AMI. Staff will discuss Vancouver's experience developing and managing the fund, from the beginning stages of stakeholder involvement to the community-run campaign to lessons learned from the first few months of implementation.

Enterprise Community Partners will share other sources of funding being used by local governments to fund affordable housing and discuss local housing policies that can trigger investment in affordable housing.

Moderator:

Debra Rinehart, MPA, JD  
Senior Planner  
City of Seattle, WA

Panelists

John Griffith  
National Director for State and Local Policy  
Enterprise Community Partners  
New York, NY

Matthew Rieger  
President and CEO  
Housing Trust Group  
Miami, FL

Peggy Sheehan  
Community Development Programs Manager  
City of Vancouver, WA

### **Management Session: Creative Budgeting** – [Orchid AB](#)

This session will focus on maximizing the use of the CDBG and HOME administrative caps and program delivery costs to fund housing and community development activities and staffing.

Moderator:

Keith Lampkin

Director, Community and Economic Development  
City of Clarksville, TN

#### Panelists

Scott Stevenson

Director, Community Development Division  
Los Angeles County, CA

Nancy Mikeska

Director, Community Development Department  
City of Conroe, TX

Mark Haga

Community Development Manager  
City of Kingsport, TN

4:45 pm – 6:00 pm

### **Subcommittee Meetings**

NCDA's subcommittees are charged with tasks from developing policy to recruiting and retaining members to guiding the association's educational efforts. All meetings are open to conference participants. We welcome and encourage your participation. If you are interested in becoming a voting member of a subcommittee, contact the co-chairs or the Executive Director.

### Membership – [Orchid AB](#)

The subcommittee will receive a membership update from staff and will discuss the continued recruitment of new members to the Association.

### Planning and Professional Development - [Hibiscus A](#)

The subcommittee will review an outline of the newly developed Subrecipient Management Course, receive a training report from staff, and discuss host city options for the 2018 annual conference

### Economic Development - [Hibiscus B](#)

The subcommittee will put forth recommendations for improving the CDBG regulations to facilitate the use of economic development activities and draft an outline for a Basic Economic Development Course.

### Community Development - [Gardenia](#)

The subcommittee will discuss the development of national performance standards for the CDBG program and begin preparation for the 2018 National Community Development Week campaign.



6:30 pm – 10:00 pm

**Evening Networking Activity: Vizcaya Museum and Gardens**

**Thursday, June 15, 2017**

8:00 am – 5:00 pm

Conference Registration and Information – [Lower Promenade](#)

8:00 am – 9:00 am

Continental Breakfast – [Upper & Lower Promenade](#)

8:00 am – 9:00 am

**Regional Caucus Meetings**

The caucus meetings are open to all conference participants. We encourage you to participate in your caucus (see designations below). This is a way to get to know other people from your region and to become involved in planning regional activities.

- Region 1 and 2 (New England/NJ, NY) – [Orchid A](#)
- Region 3 and 4 (Mid-Atlantic/Southeast) - [Hibiscus A](#)
- Region 5/7/8 (Midwest/Great Plains) – [Orchid B](#)
- Region 6 (Southwest) - [Hibiscus B](#)
- Region 9 (West) – [Gardenia A](#)
- Region 10 (Northwest) – [Gardenia B](#)

9:00 am – 10:30 am

**Plenary Session: HUD Update** – [Jasmine](#)

Conference participants will hear directly from HUD Headquarters staff on important policy updates and initiatives within the Office of Community Planning and Development, including CDBG and HOME program updates.

Moderator:

Vicki Watson

NCDA Executive Director

Panelists

Cliff Taffet

General Deputy Assistant Secretary

Office of Community Planning and Development

U.S. Department of Housing and Urban Development

Washington, DC

Stan Gimont

Director, Office of Block Grant Assistance

U.S. Department of Housing and Urban Development  
Washington, DC

10:30 am – 10:40 am

Break

10:40 am – 12:10 pm

**Concurrent Sessions**

**CDBG Funding Application Best Practices - [Hibiscus B](#)**

The City of Murfreesboro will discuss the importance of a well-designed application to include the following: (1) the project and make a funding decision; (2) the applicant's ability to successfully deliver the project; (3) the applicant's internal controls; (4) the applicant's financial status and fiscal management systems; and (5) whether additional conditions should be part of the subrecipient agreement if funding is offered. A well-designed application will also provide all the information the grantee will need to put together the subrecipient agreement. The City of College Station will provide information on its Joint Relief Funding Review Committee process. The City of St. Louis will discuss the importance of requiring outcomes and outputs, the value of completeness reviews, rating sheets and budget information and the use of outside reviewers during the rating and ranking process.

A well-designed application should provide the information the grantee needs to evaluate: (1) the project and make a funding decision; (2) the applicant's ability to successfully deliver the project; (3) the applicant's internal controls; (4) the applicant's financial status and fiscal management systems; and (5) whether additional conditions should be part of the subrecipient agreement if funding is offered. A well-designed application will also provide all the information the grantee will need to put together the subrecipient agreement.

Moderator:

Dale E. Cook, Jr.

Community Development Administrator

City of Palm Springs, CA

Panelists

John Callow

Community Development Director

City of Murfreesboro, TN

David Brower

Community Development Analyst

Department of Community Development

City of College Station, TX

Alana C. Green, JD, MPA

Executive Director

Community Development Administration

City of St. Louis, MO

### **CAPER Development - Hibiscus A**

This session will provide tips and advice for developing the annual CAPER report including the development of goals and actual outputs.

Moderator:

LaParry T. Howell  
Director  
Office of Federal Programs  
City of Tuscaloosa, AL

#### **Panelists**

Robert Tazoe  
Assistant Director, Policy and Contracts  
Department of Community and Economic Development  
City of Miami, FL

Maria Eisenhart  
Assistant Director, Finance  
City of Miami, FL

Jordan Frase  
Senior Program Coordinator  
Community Development Division  
Franklin County, OH

### **Addressing Blighted Properties: Best Practices – Orchid D**

The City of La Crosse will share best practices for acquiring and demolishing blighted housing and replacing it with new housing solutions funded through a variety of incentives including CDBG, HOME, and private funding. The City of Knoxville will provide information on acquisition of blighted properties and re-sale through the Homemakers Program for rehabilitation or new construction as well as their Demolition by Neglect ordinance for historic properties. The City of Shreveport will share the various techniques used to address adjudicated properties and blight removal as a revitalization tool and to restore and strengthen neighborhood vitality.

Moderator:

Jacob LaRow  
Grants Coordinator  
Clark County, NV

#### **Panelists**

Dawn Reinhart  
Neighborhood Housing Development Associate  
Community Development and Housing Department  
City of La Crosse, WI

Becky Wade  
Community Development Director  
City of Knoxville, TN

Bonnie Moore  
Director  
Department of Community Development  
City of Shreveport, LA

**Management Session: Telling the CDBG and HOME Story – [Orchid AB](#)**

This session will focus on marketing and public relations tips for showcasing the work of your local CDBG and HOME programs to local media, other departments, Congressional Members, and the local community.

Moderator:  
Sean Glennon  
Community Development Director  
City of Quincy, MA

Panelists  
Christine Bermudez Sola  
Public Information Officer  
Department of Community & Economic Development  
City of Miami, FL

Valeria Jackson  
Community Development Director  
Richland County, SC

Melissa Horr Pond  
Senior Planner  
City of Quincy, MA

12:10 noon to 1:30 pm  
**Lunch on your own**

12 noon – 1:30 pm  
**Board of Directors Luncheon Meeting – [Brickell South](#)**

1:30 pm to 1:45 pm  
**Board Buses for the Projects Tour**

1:45 pm to 5:30 pm

## Local Projects Tour

7:00 pm – 11:00 pm

**Evening Networking Event: NCDA Conference Reception (at the Hotel)** – [Jasmine & Riverwalk-  
Outdoor Terrace Level](#)

### **Friday, June 16, 2017**

8:00 am – 5:00 pm

Conference Registration and Information – [Lower Promenade](#)

8:00 am – 9:00 am

Continental Breakfast/General Announcements – [Upper & Lower Promenade](#)

9:00 am – 12:00 noon

#### **Training**

##### **Basic CDBG** - [Hibiscus A](#)

This training will give a snapshot or a primer overview of the CDBG program including history of the program, national objectives, eligible activities, subrecipients, monitoring, and record keeping requirements.

##### Trainer:

Wilmur Conyers  
Federal Programs Coordinator  
City of Durham, NC

##### **HOME: Beyond the Basics** - [Hibiscus B](#)

This training will provide a more advanced look at certain areas of the HOME program including program commitment requirements, grant-based accounting, subsidy layering, contracts, and monitoring.

##### Trainer:

Sheryl Kenny  
Grants Manager  
City of Arlington, TX

##### **Subrecipient Management** – [Orchid CD](#)

This training will provide basic information for improving the management and oversight of CDBG subrecipients.

##### Trainer:

John Callow  
Community Development Director  
City of Murfreesboro, TN

12 noon – 1:30 pm

**John A. Sasso National Community Development Week Awards Luncheon** – [Riverfront South](#) – [Lobby Level](#)

1:30 pm – 1:40 pm

Break

1:40 pm – 3:00 pm

### **Roundtable Discussions**

These informal discussions provide the opportunity for participants to gain insight on the subject matter and query other participants on the topic.

- Program Income (Linda Rust, City of Knoxville, TN) – [Orchid D](#)
- Housing Rehabilitation (Moderator: Tina Irons, City of Florence, AL) – [Orchid A](#)
- New Markets Tax Credit (Moderator: George Mensah, City of Miami, FL) – [Orchid B](#)
- Creation/Use of CDBG Revolving Loan Funds (Moderator: Rita Pribyl, City of Davenport, IA) – [Orchid C](#)
- IDIS (Moderator: Robert Tazoe, City of Miami) – [Jasmine](#)

3:00 pm – 5:00 pm

### **Disaster Resiliency** – [Jasmine](#)

This session will cover the planning taking place within greater Miami and the beach areas to recover from sudden events such as hurricanes, infrastructure failures and other disasters as well as adapt and grow from these conditions. Examples of actual infrastructure improvements made in Miami Beach and other projects being considered will be discussed. During this session, Blake Ratcliff, Director of Economic Development and Disaster Recovery at IBTS, will focus on the state and federal program ordinances, regulatory actions, and policies necessary to improve community resilience and decrease time to recovery.

#### Speakers

Amy Knowles  
Deputy Resiliency Officer  
City of Miami Beach, FL

Blake Ratcliff  
Director, Economic Development and Disaster Recovery  
The Institute for Building Technology and Safety  
Ashburn, VA

### **Evening Activity: (on your own)**

**Saturday, June 17, 2017**

9:00 am – 10:00 am

**NCDCA Annual Business Meeting/Closing Breakfast – [Orchid BCD](#)**