



55th Annual Conference
Cambridge, MA
June 12-14, 2024
Pre-Conference Training: June 11
Draft Agenda
Agenda will remain in draft format until finalized.



Note to NCD A Members who are **AICP** credentialed: NCD A is an approved **AICP Certification Maintenance (CM) provider**. Eligible sessions are marked with the following symbol (where the number equals the number of CM credits):
CM | 1.5

TUESDAY, JUNE 11 | 9:00 AM – 4:00 PM
(All Times Eastern)

Pre-Conference Training

Pre-Conference Training Registration: 8:00 am – 9:00 am

9:00 am – 4:00 pm

CDBG Basics Primer – CM | 6.0 –

This training covers the fundamentals of CDBG including national objectives and eligible activities, eligible costs and regulations, limitations on expenditures, program administration, financial management, monitoring, crosscutting Federal requirements overview, conflict of interest, and resources.

Trainer: John Callow, Murfreesboro, TN

HOME Underwriting – CM | 6.0 -

This training will focus on the HOME underwriting/subsidy layering requirements. The training is based upon the latest guidance from HUD on how to conduct underwriting and subsidy layering for homebuyer and rental development projects. At least 1 year of HOME program experience is recommended for this training.

Trainer: George Mensah, Miami, FL

Con Plan Primer – CM | 6.0 -

This training provides an overview of Consolidated Planning for CDBG grantees and HOME participating jurisdictions. It covers the Citizen Participation Plan, the public input consultation requirements, and the preparation of the plan. It will also touch on how to address equity and inclusion in the process. Most importantly, it will help communities understand their responsibilities regarding the use of Federal funds. The training is appropriate for anyone who works on preparing the Consolidated Plan/Annual Plans or who works with CDBG or HOME funding.

Trainer: Shirletta Best, McKinney, TX

CDBG Rehab Primer– CM | 6.0 –

This training will assist new and existing practitioners in enhancing their knowledge on how to start and effectively run a rehab program using Community Development Block Grant (CDBG) Funds awarded by the U.S. Department of Housing and Urban Development. Also providing practitioners the Nuts and Bolts of the owner-occupied rehab program & acquisition rehabilitation program.

Trainer: Kevin Howard, Little Rock, AR

3:00 – 4:30 pm

Bloomberg Center for Cities at Harvard University Event

Leveraging Data and Collaboration to Improve Neighborhoods

[Harvard University's Bloomberg Center for Cities](#), will host an event open to NCDCA conference attendees and Harvard affiliates. The event will be a panel format with presentations and discussions that combine the thematic area of neighborhood improvements with capacity development in data utilization and cross-boundary collaboration. The event will provide time for networking and can accommodate up to 82 pre-registered attendees. It will be telecast, and later available on YouTube, in partnership with [Helix](#) studios. Refreshments will be provided.

Conference Registration: 3:00 pm – 5:00 pm

5:30 pm –8:30 pm

Pre-Conference Networking Event – MIT - Little Theatre at MIT's Kresge Auditorium, 48 Massachusetts Ave, Cambridge

There will be a panel format of speakers on cross cutting issues for CDBG and a reception with hors d'oeuvres thereafter. This event will provide time for networking and can accommodate up to 200 pre-registered attendees.

Wednesday, JUNE 12 | 9:00 AM – 9:00 PM

8:00 am – 5:00 pm

Conference Registration and Information

8:00 am – 8:45 am

Breakfast –

9:00 am – 9:15 am

Conference Welcome – Amesbury Ballroom

Vicki Watson, NCD A Executive Director

Shirletta Best, NCD A President

Yi-An Huang, City Manager City of Cambridge MA

E. Denise Simmons, The Honorable Mayor, Cambridge, MA

9:15 am – 9:45 am

What CDBG Has Done for Cambridge - Amesbury Ballroom

Speaker: Sandra Clarke, Deputy Director and Chief Administration Officer for Community Development Cambridge, MA

9:45 am – 10:00 am

Break

10:00 am – 11:45 am

HUD Federal Program Update (Plenary Session) – CM | 1.5

Hear the latest program updates on HUD's Office of Community Planning and Development Programs – CDBG, CDBG-CV, HOME, HOME-ARP, Continuum of Care, ESG.

Moderator: Vicki Watson, NCD A Executive Director

Speakers:

Kim Nash, Interim Director, Office of Block Grant Assistance, U.S. Department of Housing and Urban Development, Washington, DC (invited)

Virginia Sardone, Director, Office of Affordable Housing Programs, Office of Community Planning and Development, U.S. Department of Housing and Urban Development, Washington, DC (invited)

Karen DeBlasio, Division Director, Program Coordination and Analysis Division, Office of Special Needs Assistance Programs, U.S. Department of Housing and Urban Development, Washington, DC (invited)

11:30 am – 12:30 pm
CONCURRENT SESSIONS

Reflections from a Partnership Approach Using Section 108

CDBG's Section 108 Loan Guarantee can be used to finance visionary projects that can support transformation in communities and encourage its use.

Come learn about how in 1998, the City of Malden secured a Section 108 commitment of \$1 million dollars to clear and demolish an elementary school for the subsequent construction of a park on the site, The project created a new 4.35-acre park, near the waterfront, reimagining what is known today as River's Edge.

Moderator: Adam Ploetz, Program Manager, HUD

Speakers: Alex Pratt, Deputy Director, Housing and Community Development, City of Malden (MA)

Matt Lattanze, Director of Planning & Development, City of Everett, MA

Homeownership Activities with HOME

HOME's dedicated use for affordable housing activities contributes significantly to meeting the housing needs of a local municipality. Learn how some of our NCDA members use HOME funds to increase or preserve affordable homeownership in their communities.

Moderator: Adrienne Stitt, Birmingham, AL

Speakers:

Kevin Howard, Director, City of Little Rock, AR

Belle LeBlanc, MPA, Human Services Manager, City of Lafayette, LA

Michelle Castrogiovanni, City of Columbus, OH

Best Practices for Ending Homelessness

The numbers of persons experiencing homelessness around the United States have increased exponentially over the years and especially since post-pandemic. Yet there are communities who have eliminated sub-populations of homelessness – veterans, families, unaccompanied youth. With a focus on re-housing, cooperation with CoC's and multiple agencies, as well as effective use of limited resources, listen as NCDA member communities share best practices for ending homelessness in their cities and counties.

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

Speakers:

Liz Rogers, Chief Strategy Officer, Fr. Bill's & Mainspring

April Connelly, Director of Programs, Pine Street Inn

12:30 pm – 1:45 pm

Lunch on your own – Box lunches will be available to purchase in the hotel for your convenience.

1:45 pm – 2:45 pm

CONCURRENT SESSIONS

CDBG Best Practices Working with other City/County Departments

One of the many ways some CDBG grantees choose to deploy their grant funding is to partner with their City/County departments to complete projects needed in their communities. Projects can include sidewalks, public facilities, or infrastructure, even parks or senior services just to mention a few. Yet, internal departments can present some unexpected challenges. Our NCDAs members will share their experiences and best practices for working with other departments.

Moderator: Angela Rahman, Kettering, OH

Speakers:

Joann Delgado, Supervisor, Los Angeles County Development Authority

Vanessa Estella, Development Specialist, Los Angeles County Development Authority

Tips for a Successful Hill Visit (DC) with Elected Officials or Staff

A highlight during our Winter Legislative Conference includes Hill visits to our Senators and Congressional representatives. Now is the time to learn how to plan for a successful visit. What do you bring with you – success stories and handouts? What should you expect from your elected officials or their staff members. These NCDAs pros will share their tips and experience.

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

Speakers:

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

Philip Keeve, Grant Coordinator, West Valley City, UT

Hans Mach, Community Development Administrator, McHenry County, IL

Understanding Section 3

Section 3 requires entitlement grantees to direct employment, training, and contracting opportunities to LMI persons and businesses. Grantees must track and report annually on their Section 3 activities. This session will help you better understand Section 3 requirements from other grantees.

Moderator: Lori Moring, New Bedford, MA

Speakers:

Sherry Zou, Housing Programs Manager, City of Quincy, MA

Patricia Ford, City of Detroit, MI

2:45 pm – 3:00 pm

Break

3:00 pm – 4:00 pm

CONCURRENT SESSIONS

CDBG – Increasing Grantee and Subrecipient Capacity

Grantees are often faced with staff shortages and a limited number of partner organizations or departments to help deploy the grant funding effectively and efficiently. This session will provide information on how grantees have built capacity through new partnerships, program design, and other opportunities to ensure timely expenditure and proper management of these funds.

Moderator: Treva Gilligan, Assistant Director, Nashville, TN

Speakers:

Shirletta Best, Community Services Administrator, McKinney, TX

Heather Royal, Deputy Director, Salt Lake City, UT

Best Practices to Preserve Affordable Housing

After the Great Recession, communities across the country saw construction prices increase to levels that challenge affordability for both rental and homeownership. Therefore, preserving affordable housing in your city or county becomes a priority within your affordable housing strategy. What are NCDA members doing to preserve their affordable housing stock? This session will cover those best practices.

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

Speakers:

Eric Keeler, Deputy Director, City of Alexandria, VA

Rita Parise, Housing Administrator, City of Columbus, OH

Management – Leadership Styles that Work

Leadership styles involve methods and behaviors used to direct, motivate and manage our teams. Sometimes leadership styles change over time or in different situations. Some team members respond better to different leadership styles. NCDA members will explore a variety of styles that work for them and correlate the styles to the work we do with our grant programs.

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

Speakers:

Starr Webb-Allen, Senior Operations Manager, City of Charlotte, NC

Peggy Daniel, Grants Administrator, West Valley City, UT

Terri Porter Holmes, Assistant Director, Durham, NC

4:00 pm – 4:15 pm

Break

4:15 pm – 5:15 pm (all conference registrants are encouraged to attend)

NCDCA Regional Caucus Meetings

- Region I (New England)
- Region II (NY/NJ)
- Region III & IV (Mid-Atlantic/Southeast)
- Region V (Midwest)
- Region VI (Southwest)
- Region VII/VIII (Great Plains)
- Region IX (Pacific)
- Region X (Northwest)

6:00 pm – 9:00 pm

Conference attendees can choose to attend a sporting event or a reception at a local Harvard Museum.

THURSDAY, JUNE 13 | 9:00 AM – 10:00 PM

8:00 am – 5:00 pm

Conference Registration and Information

8:00 am – 8:45 am

Breakfast

8:55 am – 10:15 am

Plenary Session - CDBG: The Early Years

In recognition of the 50th anniversary of the CDBG program this session will focus on the history and beginnings of the program. Go back in time to the early 70s to learn about the creation of the CDBG program, its importance, and the first years of operation.

Moderator: Patrick Sullivan, Retired – Director of Housing and Community Development, City of New Bedford, MA

Speakers:

Paul Webster, Director, Financial Management Division, Office of Block Grant Assistance, HUD, Washington, DC

James Barnes, Retired HUD Director and Local Government Director

Mark Tigan, Retired Associate Professor of Practice – Community Development and Planning, Clark University and Retired Community Development Director

10:30 am – 11:15 am

Concurrent Sessions

CAPER Tips and Tricks

Do you dread the approaching submittal deadline for the annual CAPER (Consolidated Annual Performance and Evaluation Report)? Remembering which activities go under which goal? How to assemble all the information and will it download into the E-Con Planning Suite? All these questions plus tips and tricks for making CAPER reporting a breeze will be addressed in this session.

Moderator: Beth Ulrich, Grants Program Administrator Saint Paul, MN

Speakers:

Shelley Fugitt, Senior Community Development Program Manager, Nashville, TN

Heather Johnson, Community Development Resources Manager, Davenport, IA

Best Practices for Engaging Your Residents

This session will focus on effective strategies for engaging your residents and, specifically, those being served by your CPD programs. Whether it's low-and-moderate income households, households with lived experience with homelessness or business owners serving an LMI area, it is critical to hear from your citizens in the development of and your review of your Action Plan and Consolidated Plan. In this session, you will hear from NCDAs member communities on best practices for engaging these population groups.

Moderator: Susan Fink, City of Lawrence, MA

Speakers:

Aaron Clark, Neighborhood Planning Coordinator, Springfield, OH

Alex Pratt, Deputy Director, City of Malden, MA

Increasing Affordable Housing in Your Community

As our jurisdictions face increases in rents and sales prices for housing, the need for affordable housing has become more pronounced. What are NCDAs members doing to increase affordable units in their communities? This session will explore housing policy, zoning, leveraging grant funds with other funding and more.

Moderator: Jessica Deegan, Grants Compliance Manager, St. Paul, MN

Speakers:

Sarah Carroll, Housing Development Supervisor, City of Aurora, CO

Kevin Howard, Director, City of Little Rock, AR

Chris Cotter, Housing Director, City of Cambridge, MA

11:15 am – 11:30 am: Break

11:30 am – 12:15 pm

ROUND TABLES

As conference attendees gather in small groups around a specific topic, a seasoned NCDAs member will facilitate the discussion in an open forum, allowing time to ask questions, share insights and network with other participants. These topics will be repeated the next day giving you an opportunity to choose another round table to attend.

- Are you a new Director? What to expect! Sean Glennon, City of Quincy, MA
- Documenting National Objectives with CDBG
- Working with Your Continuum of Care
- Procurement Practices
- Job Creation Activities
- Replacement Housing
- Small Entitlements Under \$1 Million in CDBG – Angela Rahman, Kettering, OH
- Medium Entitlements Receiving \$1 M - \$5M in CDBG
- Large Entitlements Receiving Over \$5M in CDBG
- Miscellaneous Issues – Heather Royal, Salt Lake City, UT
- Becoming an NCDAs Trainer – Facilitator, Heather Johnson, NCDAs Training Coordinator

12:15 pm – 1:45 pm

Lunch on your own – hotel will provide boxed lunches to purchase

12:15 pm – 1:45 pm

Board of Directors Luncheon Meeting

1:55 pm – 2:10 pm

Board the Buses for the Projects Tour

2:10 pm – 4:45 pm

Local Projects Tour

Narrated bus tour of the innovative affordable housing and community development projects in Cambridge.

7:00 pm – 10:00 pm

NCDCA Conference Reception at the hotel

FRIDAY, JUNE 14 | 9:00 AM – 2:30 PM

8:00 am – 12:00 pm

Conference Registration and Information

8:00 am – 8:45 am

Breakfast

9:00 am – 10:00 am

ROUND TABLES – sessions are repeated

- Are you a new Director? What to expect! Sean Glennon, Quincy, MA
- Documenting National Objectives with CDBG
- Working with Your Continuum of Care
- Procurement Practices
- Job Creation Activities
- Replacement Housing
- Small Entitlements Under \$1 Million in CDBG – Angela Rahman, Kettering, OH
- Medium Entitlements Receiving \$1 M - \$5M in CDBG
- Large Entitlements Receiving Over \$5M in CDBG
- Miscellaneous Issues -Heather Royal, Salt Lake City, UT
- Becoming an NCDTA Trainer – Facilitator, Heather Johnson, NCDTA Training Coordinator

10:15 am – 11:30 am

CONCURRENT SESSIONS

CDBG Limited Clientele Activities

One of the three national objectives for the Community Development Block Grant program is to benefit low-and moderate-income persons. For many grantees, activities are offered to a specific group of people or limited clientele. Activities may be services, housing related or the creation or retention of jobs. In this session, NCDTA members will discuss their best practices for conducting limited clientele activities with CDBG.

Moderator: Beth Ulrich, Grants Program Administrator, Saint Paul, MN

Speakers:

Dennis Newburn, Community Development Division Manager, City of Asheville, NC

Best Practices for Internal and External Monitoring

Most grantees use partner departments or outside agencies to deploy funding and deliver activities for CDBG and HOME. As the administrator of these funds, it is important to ensure compliance with all grant regulations along with meeting the performance objectives! NCDA members will discuss their best practices for internal and external monitoring, mistakes that have been made and corrective actions.

Moderator: Heather Royal, Deputy Director, Salt Lake City, UT

Speakers:

Jessica Deegan, Grants Compliance Manager, St. Paul, MN

LaParry Howell, Executive Director, City of Tuscaloosa, AL

Management – Training and Professional Development for New and Seasoned Employees

The key to achieving positive morale, hiring, and retaining your Community Development staff is often the training and professional development you make available to new and seasoned employees. Listen to NCDA Directors and managers as they discuss the tools they use to train their employees, including those available within the NCDA arsenal of training.

Moderator: Terri Porter Holmes, Assistant Director, City of Durham, NC

Speakers:

Sherry Zou, Housing Program Manager, City of Quincy, MA

11:45 am to 1:45 pm

Awards Luncheon and NCDA Business Meeting

The winners of the John Sasso National Community Development Week Award and other award recipients will be recognized.

Emcee: Vicki Watson, NCDA Executive Director

Luncheon Speaker: The Honorable Senator Edward Markey (D-MA) (invited)

John Sasso National Community Development Award Winners

Host City Award: City of Cambridge

President's Award: Shirletta Best, NCDA President, McKinney, TX

NCDA Annual Business Meeting

Presiding: Shirletta Best, NCDA President

Election of 2024/2025 NCDA Officers: Shirletta Best, NCDA President

Remarks: Shirletta Best, NCDA President

Remarks: Marcy Esbjerg (incoming President)

Conference adjournment