



56th Annual Conference Salt Lake City, UT June 11-13, 2025

*With Pre-Conference Primer Training: June 10
With NCD A Leadership Institute & CDBG Advanced: June 9-10*

Draft Agenda



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 I 1.5

TUESDAY, JUNE 10 | 9:00 AM – 4:00 PM (All Times Mountain)

*Pre-Conference Training Registration: 8:00 pm – 9:00 am
Conference Registration: 3:00 pm – 5:00 pm*

9:00 am – 4:00 pm

Preconference Training – Concurrent Sessions

CDBG Basics Primer – CM I 6.0 – Idaho

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.

HOME Underwriting – CM I 6.0 – Arizona

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.

Con Plan Primer – CM I 6.0 – Ballroom C

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.

5:30 pm – 8:30 pm

Pre-Conference Networking Event - TBD

Wednesday, JUNE 11 | 9:00 AM – 5:00 PM

Conference Registration and Information: 8:00 am – 5:00 pm

8:00 am – 8:55 am

Breakfast – Ballroom Reception and Ballroom AB

9:00 am – 9:15 am

Conference Welcome – Ballroom AB

- Vicki Watson, NCDA Executive Director
- Marcy Esbjerg, NCDA President
- Host City Welcome
- Salt Lake City Mayor

9:15 am – 10:15 am

Strategies to Increase Deeply Affordable Housing in Your Community Plenary – Ballroom AB

This plenary session will explore innovative strategies for the design and development of deeply affordable housing. With a focus on practical tools, sustainability, and emerging models, presenters will share insights and resources aimed at expanding access to housing for the lowest-income households.

Moderator: Heather Royall or Tony Milner

Speakers:

10:15 am – 10:30 am

Break

10:30 am – 12:00 pm

New Session: Presidential Executive Orders – CM I Ballroom AB

This session will focus on the Presidential Executive Orders affecting HUD programs and what grantees are doing to comply. NCDA members can count on each other for the most up to date information and strategies for being successful in today's changing environment.

Moderator:

Speakers:

12:00 pm – 2:00 pm

Lunch on your own –

2:00 pm – 3:00 pm

Concurrent Sessions

Best Practices for Addressing Homelessness

It is often said that if it was simple to solve homelessness, there would be very little homelessness in our communities. While ending homelessness is a complex issue, several of our NCDA members have had success using some best practices in their communities. Come and learn from what worked for them and why!

Moderator: Heather Royall, Housing Stability Deputy Director, Salt Lake City

Speakers:

- Vanessa Matheny, Oak Park, IL
- Robin Stanicki, Bangor, ME

Best Practices for your Action Plan – CM

Every year Entitlements compose their Annual Action Plan which provides a summary of the actions, activities and federal and non-federal resources your community will use to address the priorities and goals of your community and your 5- year plan. At times, the Plan can be overwhelming and daunting. Learn how NCDA members engage in best practices to ensure a useful, timely and effective Action Plan.

Moderator:

Speakers:

Keeping Your Team Together During Uncertain Times - CM I

During these uncertain times in our Community Development world, leaders and managers need to inspire their teams, bring folks together and build resilience. Learn what works and doesn't work to motivate your team and build morale from fellow NCDA members.

Moderator:

Speakers:

- Mollika Bernat, Operations General Manager, Detroit, MI

3:00 pm – 3:15 pm

Break – Coffee

3:15 pm – 4:15 pm

Concurrent Sessions

CDBG Planning and Capacity Building Activities – CM I

Every community has needs but often lacks the resources or the capacity to effectively meet those needs. Can a planning grant be used to build capacity in your community? How about training for board members, financial training and developing other competencies? Capacity building activities can and will improve the performance of your nonprofits and consequently, better serve your LMI residents.

Moderator:

Speakers

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HOME Strategies for Homeownership – CM I

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

Section 3 Compliance — CM I 1.00 -

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 understand Section 3 better.

Moderator:

Speakers:

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

NCDA 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

Networking Event TBD

THURSDAY, JUNE 12 | 9:00 AM – 10:00 PM

Conference Registration and Information: 8:00 am – 5:00 pm

8:00 am – 8:55 am

Breakfast – Ballroom Reception and AB

9:00 am – 10:00 am

Washington Report - Ballroom AB

This is a must attend session. Hear directly from NCDAs Executive Director as she provides information on the budget process, update on FYY26 funding, HUD staff reductions and other policy updates.

Moderator: Marcy Esbjerg, Senior Program Administrator, Pasco County, FL

Speakers:

- Vicki Watson, NCDAs Executive Director

10:00 am- 10:15 am

Break

10:15 am – 11:15 am

Concurrent Sessions

Best Practices for Public Service Grants - [CM I](#)

For many of our members, the 15% set aside for Public Services is the most competitive and yields the most grantees! Learn some best practices on managing these projects, working with non-profit agencies and how to focus on the priority needs of your community.

Moderator:

Speakers:

- Peggy Calda, Grants Administrator, West Valley City, UT
- Sonia Carnaval, Division Manager, Orlando, FL

Best Practices for Engaging Your Residents – [CM I](#)

In this session, NCDAs members 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. Citizen engagement is more than a check box, learn how you can be more effective and why it's important!

Moderator:

Speakers:

- Amanda Best, Neighborhood Improvement & Stabilization Policy & Program Manager, Salt Lake City, UT
- Philip Keeve, Grant Coordinator, West Valley City, UT
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Management Roles and Responsibilities – CM I

This session and panel of seasoned leaders will discuss the roles and responsibilities of a CPD manager from communication, to training and development, expertise, decision-making and more. If you are an aspiring manager or a struggling one, this session is for you!

Moderator: Heather Royall, Housing Stability Deputy Director, Salt Lake City, UT

Speakers:

- Tyler Durfee, CD Policy & Program Manager, Salt Lake City, UT

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 NCDCA member will facilitate the discussion in an open forum, allowing time to ask questions, share insights and network with other participants.

- Are you a new Director? What to expect!
- How to Write an Advertisement for Your Plans
- Documenting National Objectives in CDBG
- Best Practices for Hiring – Tyler Durfee, CD Policy & Program Manager, Salt Lake City
- Small Entitlements Under \$1 Million in CDBG
- Medium Entitlements Receiving \$1M - \$5M
- Large Entitlements Receiving Over \$5M in CDBG
- Keys to Financial Management
- Let's Talk about IDIS
- Handling Program Income
- Using CDBG for Code Enforcement
- Admin Costs vs Project Delivery Costs
- Single Family Rehab or Emergency Rehab
- Emergency Rent Payments with CDBG
- Miscellaneous Issues

12:15 pm – 1:45 pm

Lunch on your own

12:15 pm – 1:45 pm –

Board of Directors Luncheon Meeting

1:55 pm – 2:10 pm

Board the Buses for the Projects Tour

Walk to the Affordable Housing Mix and Mingle

2:10 pm – 4:45 pm

Option #1: Local Projects Tour – Sip & Savor Salt Lake City

This tour will take attendees from the hotel to three local businesses benefiting from Salt Lake City's Neighborhood Business Improvement Program (NBIP) funding. NBIP is a façade improvement grant funded through CDBG that focuses on beautifying neighborhoods by supporting small and local businesses. Light food will be provided. This tour is a complement to a breakout session at the conference the following day. This tour is capped at 100 people.

Option #2: Affordable Housing Mix and Mingle

Join us for an interactive and informal session where affordable housing professionals can connect, share insights, and engage in meaningful discussions. The session will feature a mix of brief presentations and open dialogue, with opportunities to hear from local service providers, developers, and funders. Topics will include financing, design, and development of affordable housing, along with best practices and innovative approaches. Whether you're looking to exchange ideas or explore new strategies, this session offers a relaxed environment for networking and learning. Light drinks and refreshments will be provided.

7:00 pm – 10:00 pm

NCDA Conference Reception at the hotel – Ballroom C– Please wear your name badge!

FRIDAY, JUNE 13 | 9:00 AM – 2:30 PM

Conference Registration and Information: 8:00 am – 12:00 pm

8:00 am – 8:55 am

Coffee

9:00 am – 10:00 am

Concurrent Sessions

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Best Practices for Choosing and Monitoring Your Subrecipients – CM I

What are some of the best practices for choosing your subrecipients? You want your nonprofits to be successful and as an Entitlement, you want to succeed. Starting out on the right foot, along with monitoring to ensure compliant use of grant funding are keys to a successful program. Listen as our NCDA members share their best practices – what worked and what didn't!

Moderator:

Speakers: Sarah Nielsen, Community Development Grant Specialist, Salt Lake City, UT

Salt Lake City Neighborhood Business Improvement Program – CM I

Building on the previous day's Local Projects Sip & Savor Salt Lake City Tour, this breakout session offers an opportunity for deeper discussion on the impact of the Neighborhood Business Improvement Program (NBIP) on local businesses and economic development. Presenters will reflect on the tour, share insights, and explore strategies for utilizing CDBG funds for façade improvement grants to revitalize neighborhoods, offering valuable perspectives on how the funding supports small businesses and fosters neighborhood transformation. Whether you joined the tour or not, this session will provide practical takeaways for integrating these strategies into your own communities.

Moderator: Amanda Best, Neighborhood Improvement & Stabilization Policy & Program Manager, Salt Lake City

Speakers: Taylee Foulger, Community Development Grant Specialist (NBIP), Salt Lake City

10:00 am to 12:00 pm

Awards Brunch and NCDA Business Meeting – Ballrooms AB

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

Emcee: Vicki Watson, NCDA Executive Director

Brunch Speaker:

John Sasso National Community Development Award Winners

Host City Award: City of Salt Lake City

President's Award: Marcy Esbjerg, NCDA President, Pasco County, FL

NCDA Annual Business Meeting

Presiding: Marcy Esbjerg, NCDA President

Bylaw Amendments: Sean Glennon

Election of 2025/2026 NCDA Officers: Shirletta Best, Past President, Committee Chair

Remarks: Marcy Esbjerg, NCDA President

Remarks: Angela Rahman (incoming President)

Conference adjournment