



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

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 | 1.5

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

Pre-Conference Training Registration: 8:00 am – 12 noon – Ballroom Reception Area
Conference Registration and Information: 3:00 pm – 5:00 pm – Ballroom Reception Area

9:00 am – 4:00 pm

Preconference Training – Concurrent Sessions

CDBG Basics Primer – CM | 6.0 – Ballroom A

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 | 6.0 – Ballroom B

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 | 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 - Gallivan Hall and Gallivan Plaza

Hosted by Salt Lake City: Kick off this year's annual NCDA conference with an evening of connection and camaraderie at the Gallivan Center, affectionately known as Salt Lake City's "outdoor living room". Join fellow conference attendees from across the country for an informal meet-and-greet on the balcony of Gallivan Hall, offering panoramic views of the vibrant downtown scene. As the sun sets, enjoy the melodies of a live concert happening at the amphitheater below, creating a lively backdrop for networking. Savor light refreshments and a selection of beverages as you mingle and build connections that will enhance your conference experience.

**Wednesday, JUNE 11 | 9:30 AM – 5:00 PM
(All Times Mountain)**

Conference Registration and Information: 8:00 am – 5:00 pm – Ballroom Reception Area

8:00 am – 9:30 am

Breakfast – Ballroom Reception and Ballroom AB

9:00 am – 9:45 am

Conference Welcome – Ballroom AB

- Vicki Watson, NCDA Executive Director
- Host City Welcome, Tony Milner, Director, Housing Stability Division, SLC, UT
- Salt Lake City Mayor Erin Mendenhall
- Marcy Esbjerg, NCDA President
- Native American Blessing

9:45 am – 10:15 am

NCDA will recognize the first graduates of the NCDA Leadership Institute.

- Vicki Watson, NCDA Executive Director
- Melissa Pond, NCDA Leadership Institute Instructor
- Sheryl Kenny, NCDA Leadership Institute Instructor

10:15 am – 10:30 am

Break

10:30 am – 12:00 pm

**Strategies to Increase Deeply Affordable Housing in Your Community Plenary – [CM I 1.5](#)
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: Melissa Jensen, Giv Group, Development

Speakers:

- Dijana Rambo, Principal Architect, AJC Architects
- Heber Slabbert, Principal Architect, AJC Architects
- Matt Hammer, Project Manager, Wadman Corporation
- Russell Opatz, Vice President of Housing & Support Services, Balley Behavioral Health

12:00 pm – 2:00 pm

Lunch on your own –

2:00 pm – 3:00 pm

Concurrent Sessions

Best Practices for Addressing Homelessness – CM I 1.0 – Ballroom AB

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, Deputy Director, Housing Stability Division, Salt Lake City, UT

Speakers:

- Vanessa Matheny, Community Services Administrator, Village of Oak Park, IL
- Jena Jones, Homelessness Response Manager, City of Bangor, ME
- Frances DeJesus, Housing and Community Development Manager, City of Kissimmee, FL

Best Practices for your Action Plan – CM I 1.0 – Ballroom C

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: Bruce Berger, Director, City of Davenport, IA

Speaker:

- Julia Vieira, MPP, Community Development Project Manager, Manatee County, FL
- Heather Johnson, Community Development Resources Manager, City of Davenport, IA

Keeping Your Team Together During Uncertain Times - CM I 1.0 – Idaho

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: Angela Rahman, Community Development Manager, City of Kettering, OH

Speakers:

- Mollika Bernat, Operations General Manager, City of Detroit, MI
- Sarah A. Pulliam, Housing and Community Development Manager, City of Aurora, CO
- Kevin Howard, Director, Department of Housing & Neighborhood Programs, City of Little Rock, AR

3:00 pm – 3:15 pm

Break – Coffee – Ballroom Reception

3:15 pm – 4:15 pm

Concurrent Sessions

HOME Strategies for Homeownership – CM I 1.0 – Ballroom AB

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.

Moderator: Treva Gilligan, Assistant Director of Community Development, Metropolitan Development and Housing Agency, Consolidated Government of Nashville and Davidson County, TN

Speakers:

- Kevin Howard, Director, Department of Housing and Neighborhood Programs, City of Little Rock, AR
- Belle N. LeBlanc, Human Services Manager, City of Lafayette, LA

CDBG Planning and Capacity Building Activities – CM I 1.0 – Ballroom C

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: Tammy Stratz, Community Development Manager, City of Wausau, WI

Speakers:

- Tamra Hardy, Director, Neighborhood Services and Economic Development Divisions, City of Detroit, MI
- Michelle Guzman, Senior Project Manager, Housing and Human Services Department, City of Riverside, CA

You've Got a Disaster Recovery Allocation – What's Next? — CM I 1.0 – Idaho

More and more entitlement communities are receiving direct allocations of CDBG-DR following a local disaster. This funding represents considerably more money than your annual CDBG allocation. What are your next steps? Discussion will include staffing, consultants, community engagement, and program design.

Moderator: Shannon Graff, Community Development Specialist, City of Wausau, WI

Speakers:

- Marcy Esbjerg, Senior Program Administrator, Office of Disaster Recovery Resources, Pasco County, FL
- LaParry Howell, Executive Director, Office of Community and Neighborhood Services, Tuscaloosa, AL

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

NCDA Regional Caucus Meetings

Ballroom AB

Region I (New England) – Loring Moring

Region II (NY/NJ) – Vicki Watson

Region III (Mid-Atlantic) – Eric Keeler

Region IV (Southeast) – Beverly Reed

Ballroom C

Region V (Midwest) – Angela Rahman

Region VI (Southwest) – Kevin Howard

Idaho

Region VII/VIII (Great Plains) – Heather Johnson

Region IX (Pacific) – Anastacia Wyatt/Randy Mabson

Region X (Northwest) – Crystal Campbell

6:00 pm – 9:00 pm

Host City Event – Salt Lake City Library Rooftop Garden

Get ready for an unforgettable evening under the setting sun! Join us on the rooftop of Salt Lake City's stunning Main Library (210 East 400 South) for a night of great vibes, gorgeous views, and even better company. Whether you're reconnecting with old colleagues or meeting new faces, this is the place to be. We're bringing the energy with live music, delicious food, and a tasty lineup of beer, wine, and more. The newly renovated Rooftop Terrace offers panoramic 360-degree views of the Salt Lake Valley and the Wasatch Mountains, providing a stunning backdrop for meaningful connections. So grab your badge, your guest, and your best rooftop energy — we'll see you there!

Important Notes: This event is for conference attendees and their registered guests only. You must register in advance and wear your conference badge to get in

**THURSDAY, JUNE 12 | 9:00 AM – 10:00 PM
(All Times Mountain)**

Conference Registration and Information: 8:00 am – 5:00 pm – Ballroom Reception Area

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 NCDA's Executive Director as she provides information on the budget process, update on FYY26 funding, and other policy updates.

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

Speakers:

- Vicki Watson, NCDA Executive Director

10:00 am- 10:15 am

Break – Ballroom Reception

10:15 am – 11:15 am

Concurrent Sessions

Best Practices for Public Service Grants - CM I 1.0 – Ballroom AB

For many CDBG grantees, the 15% set aside for Public Services is the most competitive. 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: Angela Rahman, Community Development Manager, City of Kettering, OH

Speakers:

- Peggy Calda, Grants Administrator, West Valley City, UT
- Sonia Carnaval, Housing Division Manager, Housing & Community Development Department, City of Orlando, FL
- Tammy Stratz, Community Development Manager, Wausau, WI

Best Practices for Engaging Your Residents – CM I 1.0 – Ballroom C

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 review of your Action Plan and Consolidated Plan. Citizen engagement is more than checking a box. Learn how you can be more effective and why it's important!

Moderator: Adrienne Stitt, Director of Grants Division, Birmingham, AL

Speakers:

- Amanda Best, Neighborhood Improvement & Stabilization Policy & Program Manager, Salt Lake City, UT
- Philip Kieve, Grant Coordinator, West Valley City, UT
- Eric Keeler, Deputy Director, Office of Housing, City of Alexandria, VA

Management Roles and Responsibilities – CM I 1.0 – Idaho

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

Speakers:

- Nicole Wyse, Chief Operations Officer, Housing & Revitalization Department, City of Detroit, MI
- Tyler Durfee, Community Development Policy & Program Manager, Housing Stability Division, Salt Lake City
- Anastacia Wyatt, Housing Manager, City of Monterey, CA

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

Ballroom AB

- Are you a new Director? What to expect! – Sherice Freeman, City of Canton, OH

- How to Write an Advertisement for Your Plans – LaParry Howell, City of Tuscaloosa, AL
- Documenting National Objectives in CDBG – Angela Rahman, City of Kettering, OH
- Best Practices for Hiring – Tyler Durfee, Salt Lake City
- Small Entitlements Under \$1 Million in CDBG – Tammy Stratz, City of Wausau, WI
- Handling Program Income – Anastacia Wyatt, City of Monterey, CA

Ballroom C

- Medium Entitlements Receiving \$1M - \$5M – Belle LeBlanc, City of Lafayette, LA
- Large Entitlements Receiving Over \$5M in CDBG – Nicole Wyse, City of Detroit, MI
- Keys to Financial Management – Terri Porter Holmes, City of Durham, NC
- Let's Talk about IDIS – Heather Johnson, City of Davenport, IA

Idaho

- Using CDBG for Code Enforcement – Frances DeJesus, City of Kissimmee, FL
- Admin Costs vs Project Delivery Costs – Hilary Bruno, Pasco County, FL
- Emergency Rehab – Lori Moring, City of New Bedford, MA
- Emergency Rent Payments with CDBG – Crystal Campbell, City of Meridian, ID

12:15 pm – 1:45 pm

Lunch on your own

12:15 pm – 1:45 pm –

Board of Directors Luncheon Meeting - Wyoming

1:55 pm – 2:10 pm

- **Board the Buses for the Projects Tour (meet in the lobby)**
- **Walk to the Affordable Housing Mix and Mingle**

2:10 pm – 4:45 pm

Option #1: Local Projects Tour – Theme: 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 forum where affordable housing professionals can connect, share insights, exchange ideas, and engage in meaningful discussion to promote affordable housing solutions and economic well-being in their local communities. This forum will feature a research presentation by the Federal Reserve Bank of San Francisco on homebuying patterns, opportunities to hear from local service providers, developers and funders, and open dialogue around innovations in financing and development as well as best practices and promising strategies. This event is hosted by the Federal Reserve Bank of San Francisco. 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!

Important Notes: This event is for conference attendees and their registered guests only. You must register in advance and wear your conference badge to get in

FRIDAY, JUNE 13 | 9:00 AM – 12:15 PM (All Times Mountain)

Conference Registration and Information: 8:00 am – 12:00 noon – Ballroom Reception Area

8:00 am – 8:55 am
Coffee

8:45 am – 9:45 am
Concurrent Sessions

Salt Lake City Neighborhood Business Improvement Program – CM I 1.0 – Ballroom C

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 and Program Manager, Salt Lake City, UT

Speakers:

- Taylee Foulger, Community Development Grant Specialist (NBIP), Salt Lake City, UT
- Juan Carlos Escamilla, Previous NBIP Grantee, La Diana Market, Salt Lake City, UT
- Jose Luis Serrato, Previous NBIP Grantee, La Diana Market, Salt Lake City, UT
- Jordan Boyer, General Contractor, Clear GC, Salt Lake City, UT

Best Practices for Choosing and Monitoring Your Subrecipients – CM I 1.0 – Idaho

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 NCDAs members share their best practices – what worked and what didn't!

Moderator: Adam Lane, Housing and Community Services Manager, City of Surprise, AZ

Speakers:

- Sarah Nielsen, Community Development Grant Specialist, Salt Lake City, UT
- Beth Ulrich, Grant Program Administrator, Department of Planning & Economic Development, City of St. Paul, MN

10:00 am – 12:15 pm

NCDAs Awards Brunch and Business Meeting – Ballrooms AB

Emcee: Vicki Watson, NCDAs Executive Director

Introduction of Derek Parra: Heather Royall, Deputy Director Housing Stability Division, Salt Lake City, UT

10:00 am - 10:45 am

Brunch Speaker: Derek Parra, Winter Olympian, and Medalist in Speed Skating, [bio](#)

10:45 am – 11:30 am

John Sasso National Community Development Week Awards

The following NCDA member communities will be recognized for their outstanding planning and implementation efforts during 2025 National Community Development Week.

- City of Santa Maria, CA
- Pasco County, FL
- Village of Oak Park, IL
- City of Quincy, MA
- City of Durham, NC
- City of Greenville, NC
- City of Kettering, OH

Host City Award: Salt Lake City

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

11:30 am - 12:15 pm

NCDA Annual Business Meeting

Presiding: Marcy Esbjerg, NCDA President

- Bylaw Amendments: Angela Rahman, NCDA Vice-President
- Election of 2025/2026 NCDA Officers: Shirletta Best, Past President, Nominations Committee Chair
- Remarks: Marcy Esbjerg, outgoing NCDA President, Pasco County, FL
- Remarks: Angela Rahman, incoming NCDA President, Kettering, OH

12:15 pm

Conference adjournment

Safe travels home!