



57th Annual Conference

Pittsburgh, PA

June 10-12, 2026

With Pre-Conference Primer Training: June 9

With NCD A Leadership Institute & CDBG Advanced: June 8-9

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 9 | 9:00 AM – 4:00 PM (All Times Eastern)

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

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

9:00 am – 4:00 pm – PRE-CONFERENCE TRAINING

CDBG Basics Primer – CM I 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.

HOME Underwriting – CM I 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.

Con Plan Primer – CM I 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.

5:30 pm–8:30 pm – Pre-Conference Networking Events

In conjunction with the NCDA, the City of Pittsburgh is excited to offer two evening events.

- **Pittsburgh Pirates vs LA Dodgers Game**
A select number of tickets have been reserved at the iconic PNC Park to watch the Pittsburgh Pirates take on the LA Dodgers.
- **Meet and Greet at Historic City Hall**
The city will host a meet and greet (light refreshments provided) in the Grand Lobby of the City-County Building, a Beaux-Arts historic structure keen eyes may recognize from various movies or TV shows. Either way, kick off the conference in style!

Wednesday, JUNE 10 | 9:00 AM – 5:00 PM

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

Breakfast: 8:00 am – 8:55 am

9:00 am – 9:30 am – Conference Welcome

- Vicki Watson, NCDA Executive Director
- Angela Rahman, NCDA President
- Host City Welcome
- Pittsburgh Mayor

9:30 am – 10:30 am - Plenary Session: Removing Barriers to Affordable Housing in Your Community

Increasing affordable housing often requires addressing local barriers rather than securing new funding. NCDA members will discuss challenges related to zoning, land use, and community concerns, and share strategies that helped their communities move projects forward successfully.

Moderator: Beverly Reed, Deputy Senior Director, Mobile AL

Speakers:

Warren Wooten, Assistant Director, City of Charlotte, NC

Break: 10:30 am – 10:45 am

10:45 am - 12:00 pm – Plenary Session: Updates from HUD CPD Leadership

HUD leadership will provide perspectives and updates on key policies pertaining to the Office of Community Planning and Development programs.

Moderator: Vicki Watson, Executive Director, NCDA

Speakers:

HUD Assistant Secretary for CPD – Ronald Kurtz (confirmed)

HUD Deputy Assistant Secretary for Grant Programs – Bryan Horn (confirmed)

12:00 pm – 1:30 pm – Lunch on your own

1:30 pm – 2:30 pm – Concurrent Sessions

Session 1: Best Practices for Community Revitalization including Neighborhood Revitalization Strategy Areas (NRSA)

Establishing a Neighborhood Revitalization Strategy Area (NRSA) can provide communities with additional flexibility to support revitalization goals using CDBG funds. NCDA members will share best practices and examples of how NRSA's have been used successfully in their communities.

Moderator: Heather Royall, Acting Director, Salt Lake City, UT

Speakers:

Jessica Deegan, Grants Compliance Manager, Saint Paul, MN

Session 2: Best Practices for Multi-Family Projects

NCDA members will highlight successful multi-family housing projects from their communities and share best practices that support effective planning, financing, and implementation. This session will focus on strategies that can be adapted across different markets and community contexts, offering attendees practical takeaways to help advance multi-family housing efforts at home.

Moderator: Éric Keeler, Director, Loudoun County, VA

Speakers:

Danicka Ransom, Director, Osceola County, FL

Session 3: Connecting with Your Elected Officials and Telling the Story of Program Impact

Engaging with elected officials at the federal, state, or local level requires preparation and a clear message. NCDA members will share tips on planning successful meetings, telling impactful program stories, and setting expectations when meeting with elected officials and their staff—both in DC and back home.

Moderator: Shirletta Best, Community Services Administrator, McKinny, TX

Speakers:

Angela Rahman, Community Development Administrator, Hamilton County, OH

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

Break: 2:30 pm - 2:45 pm

2:45 pm – 3:45 pm – Concurrent Sessions

Session 1: How To Measure Community Needs and Use Data to Drive Your Action Plan

Using data effectively helps to understand community needs and develop a strong, responsive Annual Action Plan. This session will explore data-driven approaches to assessing local priorities, identifying gaps, and informing funding and program decisions. NCDA members will share practical tools, data sources, and examples of how quantitative and qualitative information can be used to support strategic planning and justify investments aligning with local priorities.

Moderator: Heidi McCarthy, Housing Program Manager, Portland, ME

Speakers:

Caitly Valley, Senior Planner, Hamilton County, OH

Session 2: Financial Management Best Practices

Effective financial management is essential when administering federal funds and complying with the requirements of 2 CFR Part 200, including financial controls and procurement standards. This session will focus on best practices for managing federal resources, maintaining compliance, and safeguarding funding. NCDA members will share practical insights, lessons learned, and strategies that support strong internal controls, sound purchasing practices, and successful program administration.

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

Speakers:

Beverly Reed, Deputy Senior Director, Mobile, AL

Session 3: Using Section 108 for Transformational Projects

The CDBG Section 108 Loan Guarantee Program offers communities a flexible financing option for transformational projects. NCDA members will share how they have successfully used Section 108 and provide insights for communities interested in leveraging this tool.

Moderator: Frances DeJesus, Housing and Community Development Manager, Kissimmee, FL

Speakers:

Roslyn Clemens, Chief, Housing and Neighborhood Sustainability, Toledo, OH

4:00 pm – 5:00 pm – NCDA Regional Caucus Meetings (all conference participants are encouraged to attend)

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

6:00 pm – 9:00 pm – Host City Event – Shorty's Pins & Pints (wear your name badge)

Enjoy retro games and riverside views at Shorty's (353 N Shore Dr). Whether you're walking across one of Pittsburgh's famous yellow bridges or taking the free light rail, be sure you arrive ready to try your hand at duckpin bowling, pinball, shuffleboard, or any of the other free-to-play games in the indoor-outdoor space. Food and drinks will be provided, but the space is NCDA-only from 6:00-9:00; be sure to wear your name badge!

THURSDAY, JUNE 11 | 9:00 AM – 10:00 PM

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

Breakfast: 8:00 am – 8:55 am

9:00 am – 10:00 am – Plenary Session: HUD Program Update

HUD program staff have been invited to provide important updates on CDBG, HOME, and HOME-ARP. This session is designed to help practitioners stay informed and prepared for evolving program requirements and opportunities.

Moderator: Vicki Watson, NCDCA Executive Director

Break: 10:00 am- 10:15 am

10:15 am – 11:15 am – Concurrent Sessions

Session 1: Best Practices for Measuring Program Impact

Successfully administering Entitlement funds involves more than meeting eligibility requirements and national objectives—it also means demonstrating meaningful impact in the community. This session will focus on practical approaches to measuring and communicating program outcomes, particularly for low- and moderate-income (LMI) populations. NCDCA members will share best practices for measuring and communicating program impact, track outcomes and using data to tell a compelling story about the difference Entitlement programs are making in their communities.

Moderator: Michelle Guzman, Senior Project Manager, Riverside, CA

Speakers:

Heather Royall, Acting Director, Salt Lake City, UT

Oren Henry, Director, Orlando, FL

Session 2: City of Pittsburgh Project Tour Highlights

Join the City of Pittsburgh for a special session that will showcase successful CDBG and HOME-funded initiatives attendees may see during the afternoon bus tour. Attendees will gain firsthand insight into how these projects were implemented and the impact they are having on neighborhoods and housing outcomes.

Session 3: Meeting CDBG Timeliness

Each year, CDBG grantees must meet two required timeliness tests to demonstrate that funds are being expended efficiently and in accordance with program requirements. This session will focus on practical strategies for meeting HUD's CDBG timeliness standards and avoiding common pitfalls. NCDCA members will share best practices, proven methods, and real-world examples of how they successfully manage expenditures and plan projects to stay on track.

Moderator: Frances DeJesus, Housing and Community Development Manager, Kissimmee, FL

Speakers:

Sonia Carnaval, Division Manager, Orlando, FL

Beth Ulrich, Grants Program Administrator, Saint Paul, MN

Break: 11:15 am – 11:30 am

11:30 am – 12:15 pm – Round Table Discussions

Roundtable discussions bring attendees together in small groups for facilitated, open dialogue on specific topics. Led by experienced NCDA members, these sessions encourage questions, peer learning, and meaningful networking.

- Section 3 Compliance, Facilitator, Heidi McCarthy, Housing Program Manager, Portland, ME
- Working with Your Local College or University, Facilitator, Tyler Durfee, Policy & Program Manager, Salt Lake City, UT
- Engagement Activities that Work, Facilitator, Shirletta Best, Community Services Administrator, McKinney, TX
- Using NCDA to Train New Employees, Facilitator, LaParry Howell, Director, Tuscaloosa, AL
- Street Outreach for Those Experiencing Homelessness – Facilitator, April Galleli, Sr. Program Manager, Hamilton County, OH
- Single Family Rehab or Emergency Rehab – Facilitator, Lori Moring, Deputy Director, New Bedford, MA
- Emergency Rent Payments with CDBG – Facilitator, Randy Mabson, Program Coordinator, Pasadena, CA
- Are you a new Director? What to expect? – Facilitator, Sean Glennon, Director, Quincy, MA
- Miscellaneous Issues (Facilitator TBD)
- Admin versus Activity Delivery Costs (Facilitator TBD)
- Succession Planning (Facilitator TBD)
- Manufactured Housing Development and Preservation (Facilitator TBD)
- How Is AI Being Used in Your Programs (Facilitator TBD)

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

2:10 pm – 4:30 pm

City of Pittsburgh Bus Tour

Buses will take small groups to key sites around Pittsburgh's Hill District, Bedford Dwellings, and Oakland neighborhoods, showcasing developments helping bring the Steel City from rust-belt disinvestment to "America's Most Livable City." This tour is limited to 120 people.

City of Pittsburgh Scavenger Hunt

As an alternative to the bus tour, team up with friends or strangers and complete a scavenger hunt around "Dahntahn" Pittsburgh. Learn about affordable housing projects, historic figures, and at least one Pittsburgh delicacy.

7:00 pm – 10:00 pm

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

FRIDAY, JUNE 12 | 9:00 AM – 12:00 PM

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

Coffee: 8:00 am – 8:45 am

8:45 am – 9:45 am – Concurrent Sessions

Session 1: Best Practices for Your Action Plan

Developing an effective Annual Action Plan requires balancing community priorities with HUD requirements. In this session, NCDAs members will share practical approaches and best practices to prioritization, stakeholder engagement, and coordination across CDBG, HOME, ESG, and related programs, offering insights that can help communities strengthen their planning process and support effective implementation.

Moderator: TBD

Speakers:

Hilary Bruno, Community Development Manager, Pasco County, FL

Heather Johnson, Community Development Resources Manager, Davenport, IA

Session 2: Best Practices for Monitoring

Most grantees rely on subrecipients and partner agencies to carry out program activities, yet the responsibility for compliance with federal requirements remains with the grantee. This session will focus on practical, effective approaches to monitoring subrecipients to ensure program compliance and performance. NCDAs members will share tips, tools, and lessons learned for establishing clear expectations, conducting successful monitoring, and addressing issues early to keep programs—and partnerships—on track.

Moderator: Heather Royall, Acting Director, Salt Lake City, UT

Speakers:

Blake Mullennix, Senior Program Coordinator, Pittsburgh, PA

Session 3: Successful Implementation of the CDBG-DR Grant

Successfully implementing a CDBG-DR grant requires balancing regulatory requirements, community priorities, and real-world pressures. This session will explore practical approaches to CDBG-DR implementation, including meaningful citizen engagement, data-driven decision-making, and the delivery of housing and infrastructure programs. NCDAs members will also discuss strategies for navigating competing priorities and political considerations while maintaining compliance and advancing recovery goals.

Moderator: TBD

Speakers:

Charles Lane, Director, Pasco County, FL

10:00 am to 12:00 pm

Awards Brunch and NCDAs Business Meeting

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

Emcee: Vicki Watson, NCDAs Executive Director

Brunch Speaker:

John Sasso National Community Development Award Winners

NCDA Service Awards

Host City Award: Pittsburgh, PA

President's Award: Angela Rahman, NCDA President, Hamilton County, OH

NCDA Annual Business Meeting

Presiding: Angela Rahman, NCDA President

Election of 2026/2027 NCDA Officers: Shirletta Best (McKinney, TX) Committee Chair,
Nominations and Elections Committee

Remarks: Angela Rahman (Outgoing President)

Remarks: Kevin Howard (Incoming President)

Conference adjournment