



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

Conference 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 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

Join your conference peers for a free day of training taught by seasoned program administrators.

CDBG Basics Primer – CM | 6.0 Ballroom 3

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

HOME Underwriting – CM | 6.0 Kings Garden 4

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: Darwin Wade



Con Plan Primer – CM | 6.0 Ballroom 4

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: Debra Rhinehart

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

8:00 am – 8:55 am Breakfast

9:00 am – 9:30 am Conference Welcome – Ballrooms 1&2

- Vicki Watson, NCD A Executive Director
- Angela Rahman, NCD A President
- Host City Welcome, Kelly Russell, Assistant Director
- The Honorable Mayor Corey O'Connor

NCD A Leadership Institute Awards

NCD A will recognize the graduates of the NCD A Leadership Institute.

- Melissa Pond, NCD A Leadership Institute Instructor
- Sheryl Kenny, NCD A Leadership Institute Instructor

9:30 am – 10:30 am

Plenary Session: Removing Barriers to Affordable Housing in Your Community CM I 1.0 - Ballrooms 1&2

Increasing affordable housing often requires addressing local barriers rather than securing new funding. NCD A 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

Kevin Howard, Director, Little Rock, AR

Debra Rhinehart, NCD A Past President, Seattle, WA

10:30 am - 10:45 am

Break

10:45 am - 12:00 pm

Plenary Session: Updates from HUD CPD Leadership CM I 1.25 - Ballrooms 1&2

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, NCD A

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

CM I 1.0 - Ballrooms 1&2

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, McKinney, TX

Speakers:

Angela Rahman, Community Development Administrator, Hamilton County, OH

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

Session 2: Best Practices for Community Revitalization including Neighborhood Revitalization Strategy Areas (NRSA) CM I 1.0 - Kings Garden 1,2,3

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

Nicole Wyse, Deputy Director, Detroit, MI

Session 3: Best Practices for Multi-Family Projects CM I 1.0 - Ballrooms 3&4

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

Darwin Wade, Past NCDA Board Member, Dallas, TX

2:30 pm - 2:45 pm

Break

2:45 pm – 3:45 pm

Concurrent Sessions

Session 1: How To Measure Community Needs and Use Data to Drive Your Action Plan CM I 1.0 - Ballrooms 1&2

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:

AJ Miller, Program Supervisor, Pittsburgh, PA

Caity Valley, Senior Program Manager, Hamilton County, OH

Session 2: Financial Management Best Practices CM I 1.0 - Kings Garden 1,2,3

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. NCDAs 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

Peggy Calda, Grants Administrator, West Valley City, UT

Session 3: Using Section 108 for Transformational Projects CM I 1.0 - Ballrooms 3&4

The CDBG Section 108 Loan Guarantee Program offers communities a flexible financing option for transformational projects. Our 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

Tina Rodriguez, Director, Laredo, TX

4:00 pm – 5:00 pm
NCDAs Regional Caucus Meetings

All conference participants are encouraged to attend

Ballrooms 1&2

- Region I (New England)
- Region II (NY/NJ)
- Region III (Mid-Atlantic)

- **Kings Garden 1,2,3**
- Region IV (Southeast)
- Region V (Midwest)

Ballrooms 3&4

- 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

Please remember to wear your name badge to this event

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

8:00 am – 8:55 am

Breakfast

9:00 am – 10:00 am

Plenary Session: HUD Regulatory Update CM I 1.0 - Ballrooms 1&2

Hear from HUD leadership on the latest CPD program regulatory updates.

Moderator:

Vicki Watson, NCDA Executive Director

Presenter:

Bryan Horn, Deputy Assistant Secretary for Grant Programs, Office of Community Planning and Development, HUD, Washington, DC

10:00 am – 10:15 am



Break

10:15 am – 11:15 am
Concurrent Sessions

Session 1: Best Practices for Measuring Program Impact CM I 1.0 - Ballrooms 1&2

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. NCDA 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

Darwin Wade, Past NCDA Board Member, Grand Prairie, TX

Session 2: City of Pittsburgh Project Tour Highlights CM I 1.0 - Kings Garden 1,2,3

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.

Moderator:

Kelly Russell, Assistant Director, Pittsburgh, PA

Speakers:

Michael Knight, Fiscal and Contracting Supervisor, Pittsburgh, PA

Blake Mullennix, Senior Program Coordinator, Pittsburgh, PA

Amanda Rineer, Environmental Review Coordinator, Pittsburgh, PA

Session 3: Meeting CDBG Timeliness CM I 1.0 - Ballrooms 3&4

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. NCDAs 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

11:15 am – 11:30 am

Break

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

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

Ballrooms 1&2

- 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

Kings Garden 1,2,3

- 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
- Urban County Meet-Up – Facilitator, Marcy Esbjerg, Past President NCDAs, New Port Richey, FL
- Using NCDAs to Train New Employees, Facilitator, LaParry Howell, Director, Tuscaloosa, AL

Ballrooms 3&4

- Admin versus Activity Delivery Costs - Facilitator, Robret Tetrault, Finance Manager, New Bedford, MA
- Section 3 Compliance, Facilitator, Heidi McCarthy, Housing Program Manager, Portland, ME
- Succession Planning – Facilitator, Darwin Wade, Past NCDA Board Member, Grand Prairie, TX
- Miscellaneous Q & A –Facilitator, Ewana Lindo-Smith, Director, Brookline, MA

12:15 pm – 1:45 pm

Lunch on your own

12:15 pm – 1:45 pm

Board of Directors Luncheon Meeting, Brigade

2:10 pm – 5:15 pm

Concurrent Activities

Activity 1: City of Pittsburgh Bus Tour

Note that buses will be boarding for this activity from 1:55 pm – 2:10 pm

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.

Activity 2: City of Pittsburgh Scavenger Hunt – Ballrooms 3, 4

Note that participants will gather for this activity from 1:55 pm – 2:10 pm in Ballrooms 3,4

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! - Kings Garden 4,5

FRIDAY, JUNE 12 | 9:00 AM – 12:00 PM

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

8:00 am – 8:45 am

Coffee

8:45 am – 9:45 am

Concurrent Sessions

Session 1: Best Practices for Your Action Plan CM I 1.0 - *Ballrooms 1&2*

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:

Jake Berghas, Program Manager, Hamilton County, OH

Speakers:

Hilary Bruno, Community Development Manager, Pasco County, FL

Heather Johnson, Community Development Resources Manager, Davenport, IA

Session 2: Best Practices for Monitoring CM I 1.0 - Kings Garden 1,2,3

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

Beverly Reed, Deputy Senior Director, Mobile, AL

Session 3: Successful Implementation of the CDBG-DR Grant CM I 1.0 - Ballrooms 3&4

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:

Angela Rahman, Community Development Administrator, Hamilton County, OH

Speakers:

Charles Lane, Director, Pasco County, FL

Treva Gilligan, Assistant Director, Nashville, TN

10:00 am to 12:00 pm

Awards Brunch and NCDA Business Meeting - Kings Garden 4,5

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:

Karen Stroud, Program Manager, Familylinks

John Sasso National Community Development Award Winners

City of Columbus, GA

City of Dallas, TX

City of Quincy, MA

Hamilton County, OH

Pasco County, FL

NCDA Service Awards

Ewana Lindo-Smith, Director, Brookline, MA

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