

Community Development Academy

Session I

March 15-17, 2016

Agenda

School of Government, Chapel Hill, NC – Room 2401

In preparation for the course, please complete the advance reading assignment that was sent to you by email with your registration information.

Tuesday, March 15

8:00 – 8:30 **Registration**

8:30 – 12:15 **Introduction to Community Development – Tyler Mulligan**

During this session, participants will be introduced to the theory and practice of community development, including the legal authority for NC local governments to engage in community development activities. A framework for understanding the comprehensive nature of the field of community development—and the organization of this course—will be provided.

Two 10-minute breaks (approximately 9:45 and 11:00)

12:15 – 1:15 **LUNCH**

1:15 – 2:45 **Planning for Community Development: Visioning – Rick Morse**

This session will introduce a process for identifying a community's assets and strengths, then identifying appropriate community development goals and strategies to address community challenges while leveraging those assets.

2:45 – 3:00 **BREAK**

Assets and Strategies

- 3:00 – 4:30 **Land Use Issues in Redevelopment and Revitalization – David Owens**
By the end of the session participants should understand: what planning tools and programs are being used by North Carolina cities and counties; what role municipal and county government departments and boards have in planning; how territorial jurisdiction is determined; and planning issues associated with redevelopment and revitalization efforts. [Community Capital: Physical, Natural]

Homework

To prepare for tomorrow morning's session on the Role of Affordable Housing, please complete the following:

- 1. View the first 20 minutes of the NHC webinar dated February 13, 2015, entitled "Understanding Housing Needs in Your Community Using Data from the American Community Survey," at this website: <http://www.nhc.org/#!2015-acb-data/cmm6n>.*
- 2. Read the short article by Billy Ball about Chapel Hill's affordable housing and the New York Times article about homeownership. The articles are in your binder.*
- 3. Your binder contains the NCHFA State of Housing report. Find your county in that report and then review the Orange County housing profile.*

Wednesday, March 16

8:30 – 9:15 **Role of Affordable Housing in Community Development– Tyler Mulligan**
This session will describe the role of affordable housing and the variety of strategies used to increase the supply of adequate, affordable housing. [Community Capital: Physical, Financial, Social, Civic]

9:15 – 9:45 **Advanced Topics in Affordable Housing: Community Land Trusts and the Challenge of Long Term Affordability – Robert Dowling, Community Home Trust**
This session will describe a community land trust program in North Carolina. [Community Capital: Physical, Financial]

9:45 – 10:00 Break

10:00 – 10:45 **Advanced Topics in Affordable Housing: Low-Income Housing Tax Credit – Mark Shelburne, Novogradac & Company, LLP**
This session will provide an overview of the Low-Income Housing Tax Credit and explain the role of local governments in tax credit projects. [Community Capital: Physical, Financial]

10:45 – 11:00 Break

11:00 – 12:15 **Infrastructure and Environmental Finance – Jeff Hughes**
This session will provide a brief overview of some the environmental programs and services likely to have a major financial impact on North Carolina local communities. The session will explore financial management strategies and mechanisms used by local communities to fund environmental programs and service with a focus on water and wastewater infrastructure. [Community Capital: Physical, Natural, Financial, Civic]

12:15 – 1:15 **LUNCH**

1:15 – 3:30 **Community Revitalization by NC Local Governments – Tyler Mulligan**
This session will outline approaches and statutory tools for community revitalization in North Carolina. [Community Capital: Physical, Financial, Civic]
**10-minute break at instructor's discretion*

3:30 – 3:45 **BREAK**

3:45 – 4:45 **The Development Process and Development Finance – Michael Lemanski**

This session will describe the development process and explain how development finance tools are used for community development projects. One or more revitalization projects in North Carolina will be examined. [Community Capital: Physical, Financial, Social, Civic]

5:00 – 6:00 **OPTIONAL SEMINAR DISCUSSION: Lessons from the North Carolina Fund for Today’s Community Development Leaders – Tyler Mulligan (Food and beverages provided by our course sponsors)**

This optional seminar discussion will involve viewing portions of a documentary about the historic North Carolina Fund (“Change Comes Knocking”) and facilitated discussion about North Carolina’s pioneering experience in community development, the role of local government in community development, and how community development approaches have changed over time. [Community Capital: Physical, Financial, Human, Social, Civic]

Thursday, March 17

“Partners in Local Community Development”

<p align="center">Entitlement Communities Room 2402</p>	<p align="center">Non-Entitlement/Small Cities Room 2401</p>
<p>8:30 – 10:30 CDBG – Michael Johnson, Sharlene Abbott, Tasleem Albaari, & Loretta Williams, HUD Greensboro</p> <p><i>This session will provide a basic overview of the CDBG program for entitlement communities and will introduce federal regulations that govern the program, with an emphasis on eligibility, compliance, and strategic planning utilizing CDBG funds to achieve local goals.</i></p> <p>*10 minute break at instructor’s discretion</p> <p><i>NC entitlement counties: Cumberland, Mecklenburg, and Wake. Cities: Asheville, Burlington, Cary, Chapel Hill, Charlotte, Concord, Durham, Fayetteville, Gastonia, Goldsboro, Greensboro, Greenville, Hickory, High Point, Jacksonville, Kannapolis, Lenoir, Morganton, New Bern, Raleigh, Rocky Mount, Salisbury, Wilmington, and Winston-Salem.</i></p>	<p>8:30 – 9:40 CDBG & Rural Economic Development – George Sherrill & George Collier, NC Dept of Commerce</p> <p><i>This session will describe CDBG and rural economic development programs administered through the North Carolina Department of Commerce.</i></p> <p>9:40 – 9:50 BREAK</p> <p>9:50 – 10:30 CDBG Infrastructure and Water Infrastructure Authority – Julie Haigler Cubeta, NC DENR</p> <p><i>This session will cover CDBG infrastructure programs administered by the North Carolina Department of Environment and Natural Resources (DENR).</i></p>

10:30 – 10:45 **BREAK**

10:45 – 12:00 **Economic Development – Jonathan Morgan**

This session will describe key concepts of economic development, focusing on the interrelation between economic and community development. [Community Capital: Physical, Natural, Financial, Social]

12:00 – 1:00 **LUNCH**

1:00 – 2:00 **CD Programs at the NC Housing Finance Agency – Panel**
Joshua Burton, NCHFA (Homeownership)
Mike Handley, NCHFA (Rehab)

This session will provide an overview of NCHFA programs of interest to community development professionals working at the local level.

2:00 – 2:15 **BREAK**

2:15 – 3:15 **The Real Estate Business Approach with Nonprofit Development Partners – Marcia Perritt**

Nonprofit development corporations (ranging from Habitat Chapters to community development corporations) are important partners for local governments. This session describes a “business approach” to understanding these partners, involving asset management, cash flow strategies, property management, and disposal of inactive assets. Case studies of some North Carolina CDCs will be used. [Community Capital: Physical, Financial, Social, Civic]

Community Development Academy
Session II
April 12-14, 2016

Agenda

School of Government, Chapel Hill, NC – Room 2401

Tuesday, April 12

- 8:30 – 9:30 **Overview and Equity Exercise – Tyler Mulligan**
Equity is at the core of community development efforts, so understanding different conceptualizations of equity is critically important to successful community development. This session explores equity and its various facets.
- 9:30 – 9:40 **BREAK**
- 9:40 – 10:30 **Knowledge Check**
- 10:30 – 10:45 **BREAK**

Organizational Considerations

- 10:45 – 12:15 **Evaluating Your Success – Maureen Berner**
Community development project administrators need to keep an eye on the past to make more effective decisions in the future. The process of learning from experience and adapting are critical to increasing the impact of CDBG initiatives. This session will focus on practical evaluation issues and skills. Participants will consider the reasons for evaluation and how to plan an evaluation that fits the community and the organization. It deals with identifying desired outcomes that are clear and appropriate. It provides ideas on how to attach measurable, relevant indicators to these outcomes. It also suggests ways in which information may be collected in efficient ways. By the end of the session, participants will understand: what is evaluation and why it is important, evaluation terminology, challenges of

evaluation, components of useful evaluation, implementing an ongoing evaluation process, & making use of information collected.

12:15 – 1:15 **LUNCH**

1:15 – 2:45 **Community Participation in Community Development Projects – John Stephens**

This session will explore the ways in which community developers can engage the community effectively. This session will discuss the benefits and risks of community involvement. It will introduce a range of involvement levels (communication, consultation, and participation) in planning, problem solving, and decision making. Participants will be encouraged to consider the most appropriate approach for their program. By the end of the session, participants should understand: the levels of community participation in community development, the benefits and pitfalls of community participation, the central values for an effective public involvement process, how to set priorities for a public involvement strategy, and how to identify audiences and understand their needs and interests.[Community Capital: Social, Civic, Human]

2:45 – 3:00 **BREAK**

3:00 – 4:30 **Techniques for Group Decision-Making – Vaughn Upshaw**

Community development professionals are often tasked with building group consensus and making group decisions. This session will explain some of the difficulties associated with group decision-making, such as failure of group members to understand the issue (framing) or lack of a process for working through vast amounts of information. Participants will learn and apply selected techniques for making better group decisions that can be used for almost any decision-making group, ranging from a small nonprofit board to a large citizens' affordable housing task force.

Wednesday, April 13

8:30 – 10:15 Purchasing and Contracting – Norma Houston

This session will focus on the legal limitations imposed by North Carolina law concerning purchases and contracts associated with a community development program. By the end of the session participants will understand: the dual purposes underlying purchasing laws; what kinds of contracts require bidding; what dollar amounts trigger the competitive bidding statutes; basic requirements for "informal" and "formal" bidding; and special rules for the construction of buildings.

10:15 – 10:30 BREAK

10:30 – 12:00 Conflicts of Interest and Ethics – Norma Houston

This session will focus on ethical issues and legal limitations on conflicts of interest that may arise in the administration of a community development program. By the end of the session, participants will understand: the ethical issues they may encounter as community development program administrators, and the legal limitations on receiving private gain from public office (including conflicts of interest prohibitions and limitations on accepting gifts and favors under both North Carolina law and the federal Grants Management Common Rule).

12:00 – 1:00 LUNCH

1:00 – 2:30 Local Government Transparency Requirements – Frayda Bluestein

At the end of this session, participants should be able to describe the basic requirements of North Carolina's public records and open meetings laws; identify a public agency's obligations under these laws; and determine whether a particular private organization is, or is not, subject to these laws based on their connections to a public agency.

2:30 – 2:45 BREAK

- 2:45 – 4:00 **Practitioners Roundtable – Panel**
Dan Kornelis, Forsyth County
Karen Kennedy, City of Sanford
Stanley Watkins, City Strata
Perspectives from experienced community development practitioners.
- 4:00 – 4:15 **BREAK**
- 4:15 – 4:45 **EXAM INFORMATION – Tyler Mulligan and Carla Stowe**

Thursday, April 14

8:30 – 9:00 **Review / Independent Study Time**

9:00 – 12:00 **Grant Writing and Management – Catherine Clark**

This session will provide an overview of federal grant management practices, including programmatic and fiscal compliance. Recent changes in grant requirements under uniform guidance will be reviewed. In addition, the session will provide best practices for effective grant writing.
***15-minute break at approximately 10:30am**

12:00 – 4:00 **EXAM (with box lunch)**

This open-book, online exam may be taken in a School of Government computer classroom or from the student's home or office. Each student receives a unique exam (the exam software generates a different set of questions for each student), and each student is expected to complete the exam with no outside assistance. The exam is designed to be completed in two hours, but four hours are allotted to the student. The online format requires students to commence and complete the exam during a specific time period and to maintain a strict time schedule. Students passing the exam and meeting the attendance requirements for the course will receive a certificate. The certificate will be mailed to the address on file with the School of Government. More details will be provided in class by the exam proctor.