

**Community Development Academy**  
**Session I**  
March 18-20, 2025

**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 18**

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 – Ricardo 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 – Adam Lovelady**  
*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**

*Tomorrow's sessions will cover affordable housing and revitalization. To prepare for tomorrow's sessions, please complete the following:*

- 1. A central challenge for community development practitioners is describing the level of need for affordable housing in the community. Review examples of attempts to convey the need:*
  - *NCHC profile for Orange County (binder)*
  - *Go to NCHFA website and find your county's "Housing Snapshot"*
  
- 2. Code enforcement plays an important role in revitalization. Please review the following:*
  - *Housing Inspections and Rental Registration Tables 1-3 (binder)*
  - *Code Enforcement Table Exercises – 3 questions (binder)*
  - *OPTIONAL: Read the blog post, "Periodic Inspections, Permits, and Registration of Residential Rental Property: Changes in 2017," found in your binder, and the longer law bulletin referenced within that post, for advanced topics such as targeted areas for inspections.*

**Wednesday, March 19**

8:30 – 9:25 **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 safe and decent affordable housing. [Community Capital: Physical, Financial, Social, Civic]*

9:25 – 9:30 Break

9:30 – 10:05 **Advanced Topics in Affordable Housing: Community Land Trusts and the Challenge of Long Term Affordability – Kimberly Sanchez, Community Home Trust**  
*This session will describe a community land trust program in North Carolina. [Community Capital: Physical, Financial]*

10:05 – 10:15 Break

10:15 – 11:00 **Advanced Topics in Affordable Housing: Low-Income Housing Tax Credit – Sarah Odio, Development Finance Initiative (DFI)**  
*This session will provide examples of projects using both the 4% and 9% Low-Income Housing Tax Credit and how local governments can make such projects financially feasible. [Community Capital: Physical, Financial]*

11:00 – 11:10 Break

11:10 – 12:15 **Addressing Blight & Vacancy through Code Enforcement – Tyler Mulligan**  
*This session describes local government authority to engage in inspection and code enforcement efforts to address blight and vacancy. [Community Capital: Physical, Financial, Civic]*

12:15 – 1:00 **LUNCH**

1:00 – 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 **Community Development Organizations and Social Capital – Teshanee Williams**

*This session explores the role of social capital in community development organizations and provides a deeper understanding of the relationship between local governments and community-based nonprofits. [Community Capital: Social, Civic, Cultural]*

5:00 – 6:30 **SEMINAR DISCUSSION (Room 3301): Lessons from the North Carolina Fund for Today’s Community Development Leaders – Tyler Mulligan (Food and beverages provided by our course sponsor, LGFCU)**

*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]*

**Supplemental viewing following this session**

*For additional context, visit the SERVICE mural across from the School of Government dining hall or view it online at <http://servicemural.unc.edu>.*

**Thursday, March 20**

**“Partners in Local Community Development”**

8:30 – 9:40 **CDBG & Rural Economic Development – Hazel Edmond & Valerie Fegans, NC Dept of Commerce**

*This session will describe CDBG and rural economic development programs administered through the North Carolina Department of Commerce in non-entitlement communities (including the Town of Holly Springs in Wake County and the Town of Linden in Cumberland County).*

9:40 – 9:50 **BREAK**

9:50 – 10:30 **CDBG Infrastructure and Water Infrastructure Authority – Shadi Eskaf, NC DEQ**

*This session will cover CDBG infrastructure programs administered by the North Carolina Department of Environmental Quality (DEQ).*

10:30 – 10:45 **BREAK**

10:45– 12:00 **Infrastructure and Environmental Finance – Jeff Hughes, NC Utilities Commission**

*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]*

12:00 – 1:00 **LUNCH**

1:00 – 2:15 **CD Programs at the NC Housing Finance Agency – Panel  
Mike Handley, NCHFA**

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

2:15 – 2:30 **BREAK**

2:30 – 4:30 **The Development Process and Development Finance – Marcia Perritt**  
*This session will explain how the private development process is applied to community development projects. One or more revitalization projects in North Carolina will be examined. [Community Capital: Physical, Financial, Social, Civic]*

***\*10 minute break at instructor's discretion***

**Community Development Academy**  
**Session II**  
April 15-17, 2025

**Agenda**

*School of Government, Chapel Hill, NC – Room 2401*

**Tuesday, April 15**

**8:30 – 10:30 Equity Issues in Community Development – Tyler Mulligan**

*Equity is at the core of community development efforts, so understanding different conceptualizations of equity is important to successful community development. This session explores equity and its various facets.*

\* 5 minute break

Time permitting: **Community Development Knowledge Check**

**10:30 – 10:45 BREAK**

**10:45 – 12:15 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, Cultural]*

## Organizational Considerations

12:15 – 1:15 **LUNCH**

1:15 – 2:45 **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.*

2:45 – 3:00 **BREAK**

3:00 – 4:30 **Economic Development – Jonathan Morgan**

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



**Wednesday, April 16**

**8:30 – 10:15 Purchasing and Contracting – Crista Cuccaro**

*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 – Crista Cuccaro**

*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 Uniform Guidance (2 C.F.R. Part 200)).*

**12:00 – 1:00 LUNCH**

**1:00 – 2:30 Local Government Transparency Requirements – Kristina Wilson**

*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**  
**Loryn Clark, Town of Chapel Hill**  
**Karen Kennedy, City of Sanford**  
**John Morck, City of Wilson**  
*Perspectives from experienced community development practitioners.*
- 4:00 – 4:15 **BREAK**
- 4:15 – 4:30 **EXAM INFORMATION – Tyler Mulligan and Carla Stowe**

**Thursday, April 17**

**9:00 – 12:00 Grant Identification and Management – Rebecca Badgett**

*This session will provide an overview of federal grant management practices, including programmatic and fiscal compliance. Grant requirements under uniform guidance will be reviewed and applied to case studies. In addition, the session will provide suggestions for identifying funding opportunities and preparing for grant writing.*

***\*15-minute break at instructor's discretion***

**12:00 – 3:00 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.*