



NATIONAL DEVELOPMENT COUNCIL

Partners in Community Development Since 1969

NDC TRAINING & PROFESSIONAL CERTIFICATION



Training Schedule 2012

NDC TRAINING & PROFESSIONAL CERTIFICATION

For over 40 years, NDC has helped communities build capacity at the local level through training that leads to professional certification. As the fields of economic, housing and community development finance have evolved, so have we, expanding and refining our curriculum to ensure that professionals working in low and moderate-income communities have the financial foundation and deal structuring skills needed to get deals done.

NDC training gives professionals from local and state development agencies and non-profit organizations the financial skills they need to get deals done. We bring the real world to the classroom with case studies based on actual deals and instructors who teach what they do in support of NDC’s mission in communities across the country.

real-world knowledge in the classroom. As deal-doers themselves working in communities across the country, our instructors bring a wealth of experience and a timely perspective to every NDC training course.

WHY CHOOSE NDC TRAINING?

NDC training is intense and rigorous—with as many hours as an average college course—plus homework and a final exam. Students work through real case studies, analyzing and structuring them to reach real solutions. We regularly update our courses with new material that reflects the latest financing programs, legislation and regulations.

Course instructors are members of NDC’s team of development finance specialists who impart

CERTIFICATION PROGRAMS

Participants in NDC training consider our multi-course certification programs to be the “gold standard” for professional training:

- Economic Development Finance Professional™ (pp. 5-6)
- Housing Development Finance Professional™ (pp. 7-8)

PROFESSIONAL DEVELOPMENT COURSES

Designed to meet the needs of both seasoned professionals and those new to the field, these courses complement our certification programs and are powerful stand-alone training opportunities (pp. 3-4):

- ED405 – Revolving Loan Funds and CDBG Compliance
- ED407 – Making CDBG Work for your Economic Development Efforts **NEW!**
- ED515 – New Markets Tax Credits
- HD502 – Low-Income Housing Tax Credits
- CD101 – Economic and Community Development Finance **NEW!**

ONLINE TRAINING

Travel and time constraints don’t have to be an obstacle to your professional development! NDC’s online training format combines the best of our classroom courses with the convenience of anywhere access to our training (p. 4).

“NDC training prepared me to step confidently into a new role with increased leadership. The instructors were extremely patient, helpful and knowledgeable, and I feel that I gained access to industry best practices. I am eager to implement the course material to develop viable projects that further our mission and benefit our community.”

Emily Seibel, Executive Director
Yellow Springs Home, Inc.





NDC is one of the most progressive and innovative community and economic development organizations in the U.S. with over 40 years of experience generating investment in underserved communities.

NDC's mission has been constant over more than four decades—strengthening the economies of rural and urban underserved and distressed communities. Through partnerships with local and state governments and non-profit organizations across the country, NDC delivers a unique combination of development finance and capacity building services:

- Technical assistance
- Training and professional certification
- Financing and direct development services

The results are new jobs, business expansions, neighborhood revitalization, increased tax revenue, affordable housing, municipal facilities and capital for investment.

Over those 40+ years, NDC has created several financing resources to help our community partners meet their development goals:

Grow America Fund (GAF), an economic development bank and Community Development Financial Institution (CDFI), is a powerful partnership between NDC and our client communities that makes SBA-guaranteed loans for job-generating and community development projects, with a focus on women and minority-owned businesses.

NDC Housing and Economic Development Corporation (HEDC), NDC's development arm, finances and develops affordable housing and other community and economic development projects.

HEDC New Markets, Inc. (HEDC-NM) works with client communities and investors to provide equity and loans for community development projects in eligible low-income areas.

NDC Corporate Equity Fund, L.P. (CEF) keeps affordable housing front and center in the programs we bring to our client communities, through both Low-Income Housing and Historic Rehabilitation Tax Credits, and through technical assistance to bring projects to fruition.

NDC Green supports renewable energy initiatives and sustainable building practices in community and economic development through creative financing that takes full advantage of Federal and state renewable energy incentives.

NDC Public Facilities Partnership (PFP) uses tax-exempt financing vehicles, and a rigorous public selection and oversight process, in a public-private partnership to combine the benefits of private development (efficiency and experience) and public accountability in building, owning and operating public facilities.

PROFESSIONAL DEVELOPMENT COURSES

Already have NDC certification? Need an in-depth look at a specific topic? NDC offers Professional Development courses that provide timely instruction on specific financing tools, programs and development strategies. Designed to meet the needs of both seasoned professionals and those new to the field, these courses complement our certification programs and are powerful stand-alone training opportunities. In 2012, NDC will offer five Professional Development training opportunities.

See the dates and locations of our 2012 Professional Development courses on p. 14 or at nationaldevelopmentcouncil.org.

Please remember you can check NDC's Web site for updates to our training schedule.



ED405—Revolving Loan Funds and CDBG Compliance

Many communities, in the face of increasingly limited funding sources for business expansion and development projects, have created local revolving loan funds. RLFs complement scarce public and private financing by recycling funds and leveraging private dollars. HUD's Community Development Block Grant (CDBG) program is a significant source of RLF capitalization. However, use of CDBG means complying with requirements of the Housing and Community Development Act. NDC's three-day RLF course teaches a process for effectively designing public loan portfolios, analyzing credit and collateral, closing and documenting loans, portfolio servicing and management, innovative workout strategies, complying with CDBG requirements and more.

Course Length: Three days

Tuition: \$690

Prerequisite: None

ED407—Making CDBG Work for your Economic Development Efforts **NEW!**

NDC's ED407 course explores the CDBG Program from "a" to "z," with an emphasis on how to make this important financing tool work for your community's economic development efforts. Topics include: CDBG Float and HUD Section 108, meeting and documenting national objectives, eligible activities, designing CDBG revolving loan funds, underwriting, compliance and administration requirements, financial management, and an array of special topics, including land banking and land assembly, Neighborhood Revitalization Strategy Areas, engineering and construction activity, development/real estate acquisition for potential multi-use property, and other program activities based on CDBG eligibility and national objectives.

Course Length: Two days

Tuition: \$460

Prerequisite: None

ED515—New Markets Tax Credits

This intensive two-day course is designed to take the mystery out of this powerful economic development finance tool, from the basics—what NMTCs are and how they are allocated—through the legal and regulatory parameters, to the financing models that work best and maximize the tax credit's benefits. Case studies and hands-on work take you through actual NMTC projects—commercial real estate, mixed-use projects that include housing, community facilities, business developments and Historic Rehabilitation Tax Credit projects.

Course Length: Two days

Tuition: \$460

Prerequisite: None

HD502—Low-Income Housing Tax Credits

The Low-Income Housing Tax Credit (LIHTC) program was designed by Congress to encourage the development of affordable rental housing. LIHTCs provide tax benefits for investors in projects that generate good housing for low-income households at affordable rents. NDC's three-day course is designed for bankers, public sector lenders and for-profit and non-profit developers. The course examines the techniques and procedures involved in using the LIHTC program to develop low-income rental housing and investigates program intricacies and deals. The emphasis is on assisting lenders and developers with their understanding of LIHTC program mechanics. Course participants learn the key issues that arise in typical LIHTC projects as well as practical solutions.

Course Length: Three days

Tuition: \$690

Prerequisite: None

CD101—Economic and Community Development Finance **NEW!**

This four-day class explores the skills essential for the successful practice of economic and community development—business credit and real estate finance analysis techniques, multifamily and single family housing development, loan packaging procedures, negotiating and problem solving skills, deal structuring techniques, and accessing Federal, state and local resources. Participants gain the broad insight and practical information needed to understand how community development projects are financed and the tools, strategies and techniques used to build strong neighborhoods.

Course Length: Four days

Tuition: \$920

Prerequisite: None

Online Training

These three-hour sessions, each on a specific development tool or program, are taught with the same skill and real-world expertise that have made NDC training premier in the field. As a supplement to our certification programs and professional development courses, NDC's online training programs offer timely and useful information for a wide variety of economic, housing and community development finance practitioners. Topics include:

[Low-Income Housing Tax Credits](#)
[Main Street Finance: Mixed-Use Real Estate](#)

[New Markets Tax Credits](#)

Tuition: \$250

ECONOMIC DEVELOPMENT FINANCE

Professional Certification Program™

Participants learn the tools and techniques of the trade—business credit and real estate finance analysis, loan packaging, negotiating, problem solving, deal structuring and more—to build the capacity they need to successfully create jobs and translate economic development opportunities into results for their communities. Each of the four courses is five days in length.

Participants who successfully complete the four EDFP courses and pass the examination in each course are awarded NDC's EDFP Certification™.

Individuals may attend the courses at their own pace, however, prerequisites must be met before enrolling in any course.



NDC's EDFP Certification Program™ is a rigorous and comprehensive training series designed solely for economic development finance practitioners.

ED101—Economic Development Finance

Participants in ED101, the first course in the EDFP Certification Program™, gain a solid understanding of both the basic tools and newest techniques used by successful economic development finance practitioners to assist small businesses and create jobs. The course explores economic development activities as part of a community's overall economic development finance strategy and investigates the financing resources available for job creation projects. Participants analyze and structure economic development projects for small and medium-sized businesses as well as commercial real estate developments utilizing incentive financing packages. Specific topics include:

Economic Development Finance
Fixed Asset Financing
Economic Development Finance Programs

Business Credit Analysis
Real Estate Finance

Course Length: Five days
Prerequisite: None

Tuition: \$1,150

ED201—Business Credit Analysis

In ED201, the second course in the EDFP Certification Program™, participants build on the financial analysis and deal structuring techniques learned in ED101 through investigation of advanced methods used to analyze the credit-worthiness of operating small businesses. The credit analysis and underwriting procedures of commercial lenders are tailored to the unique concerns of economic development lenders. Participants spread and analyze the financial statements of numerous actual companies—manufacturing, service, retail—and use economic development finance programs to structure fixed asset and permanent working capital financing packages. Specific topics include:

Credit Analysis Process

Cash Flow Analysis

Permanent Working Capital Analysis

Projections and Deal Structuring

Course Length: Five days

Tuition: \$1,150

Prerequisite: ED101

ED202—Real Estate Finance

Real estate development is the focus of ED202, the third course in the EDFP Certification Program™. This course offers a step-by-step look at the real estate development process from the perspective of lenders, developers and investors. Participants analyze economic development real estate projects—retail, office, mixed-use—using the rates of return required by lenders, developers and investors, and determine the appropriate amount of public sector financing needed to make projects feasible. Public sector financing tools and techniques, including tax credits, designed to attract, leverage and complement private financing, are utilized to maximize equity while minimizing the amount of public investment. Specific topics include:

Real Estate Financing Process

Appraisals

Return on Investment

Taxes and Real Estate

Course Length: Five days

Tuition: \$1,150

Prerequisite: None

ED300—The Art of Deal Structuring

The final course in the EDFP Certification Program™, ED300 integrates the business credit and real estate finance skills learned in previous courses with the creative demands of deal structuring. Participants apply a process for solving problems in order to overcome the myriad obstacles—economic, financial, political, social—to the successful structuring of business finance and real estate projects. The emphasis of this course is casework. Participants are challenged by case studies that involve complex financial issues such as workouts, business buyouts and tax credits in real estate projects. Specific topics include:

Problem Solving

Workouts and Buyouts

Deal Structuring

Syndications

Course Length: Five days

Tuition: \$1,150

Prerequisites: ED101, ED201
& ED202

HOUSING DEVELOPMENT FINANCE Professional Certification Program™

Participants from public agencies and non-profit organizations learn the steps of the housing development process, the techniques used to analyze and structure financing for home ownership and rental housing deals, and the problem solving and negotiating skills needed to make complicated projects feasible. The latest techniques as well as new and evolving tools of affordable housing development are incorporated in the four courses.

Participants who successfully complete the four HDFP courses and pass the examination in each course are awarded NDC's HDFP Certification™.

Individuals may attend the courses at their own pace, however, prerequisites must be met before enrolling in any course.



NDC's HDFP Certification Program™ is an intense training series that thoroughly examines the practice of affordable housing finance and development.

HD410—Home Ownership Finance

In this course, the first in the HDFP Certification Program™, participants learn the skills and techniques that successful housing development finance practitioners use to create affordable, owner-occupied, single family housing. This four-day course takes an in-depth look at the financing of housing and how financing affects affordability—of both the unit's sales price and the buyer's monthly mortgage payment. Specific topics include:

Home Ownership Development Overview Home Ownership Development Process
Financing and Deal Structuring Qualifying Home Buyers
Home Buyer Income and Credit Barriers Permanent Mortgage Programs

Course Length: Four days
Prerequisite: None

Tuition: \$920

HD420—Rental Housing Development Finance

The second course in the HDFP Certification Program™, HD420 takes a detailed look at the analysis, financing and development of affordable rental housing. In this five-day course, participants learn the underwriting criteria used by lenders and the rates of return demanded by private equity investors in order to determine their investment in a rental housing project. This course also explores the methods practitioners can utilize to attract the maximum amount of private capital to rental housing projects as well as the techniques to fill financing gaps with public resources. Specific topics include:

Rental Housing Development Process	Financial Projections
Private Sector Financing	Appraisals
Tax Credits	Discounted Cash Flow Analysis
Syndication	

Course Length: Five days **Tuition:** \$1,150
Prerequisite: While not required, NDC recommends that individuals complete the HD410 course before taking HD420.

HD422—Computer Spread Sheet Analysis for Housing

The third course in the HDFP Certification Program™, HD422 incorporates the use of computer spread sheets designed to give participants the ability to apply the financial analysis techniques presented in the previous two courses. In this three-day course, participants learn to use spread sheets as a tool to locate and interpret key financial information and to restructure a housing transaction based on revised assumptions. More time is available to consider structuring options for affordable home ownership and rental housing case studies. Specific topics include:

Spread Sheet Basics	Home Ownership Spread Sheets
Rental Housing Spread Sheets	Debt and Equity Investment Vehicles

Note: Participants must bring a laptop computer equipped with Microsoft Excel.

Course Length: Three days **Tuition:** \$690
Prerequisites: HD410 & HD420

HD430—Housing Development Finance: Problem Solving and Deal Structuring

The fourth and final course in the HDFP Certification Program™, HD430 blends the financial analysis techniques learned in the previous courses with the problem solving and negotiating skills that housing development practitioners use to close complex projects. This five-day course challenges participants to analyze and structure financing packages for home ownership and rental housing deals that are complicated by a variety of factors, both financial and non-financial. Participants become skilled at the methods used to structure financing that most effectively leverages public dollars. Specific topics include:

Deal Structuring	Fees and Reserves
Problem Solving Process	Creative Gap Filling Techniques

Note: Participants must bring a laptop computer equipped with Microsoft Excel.

Course Length: Five days **Tuition:** \$1,150
Prerequisites: HD410, HD420 & HD422

PARTNERS OF NDC



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

The International Economic Development Council (IEDC) is a non-profit membership organization representing economic developers from all levels of government, academia and private industry. IEDC provides a broad range of member services including research, advisory services, conferences, professional certification, professional development, publications, legislative tracking and more. NDC's Economic Development Finance Professional (EDFP) Certification Program is fully endorsed by IEDC as the primary professional credential for the economic development finance professional. NDC and IEDC, as part of their commitment to providing professional training opportunities for the economic development community, have joined forces to conduct courses designed to strengthen the skills of economic development practitioners. Visit iedconline.org.



The National Alliance of Community Economic Development Associations (NACEDA) is an association of state, regional and local membership organizations that promote community development and affordable housing. Its mission is to lead the community development field and its partners in shaping and influencing strategies that advance community prosperity. NDC and NACEDA are partnering to build capacity for the field, advocate for sound public policy and support a common vision. Visit naceda.org.



The National Association of Housing and Redevelopment Officials (NAHRO), established in 1933, is a membership organization of housing and community development agencies and professionals throughout the United States whose mission is to create affordable housing and safe, viable communities that enhance the quality of life for all Americans, especially those in low and moderate-income areas. NDC and NAHRO are working together to enhance the resources available to the development community. NAHRO members in good standing and NDC certified EDFPs and HDFPs will benefit by receiving preferential pricing in the other organization's training courses. Visit nahro.org.



NeighborWorks® America (NW) is a congressionally-chartered non-profit organization that supports opportunities for families to live in affordable homes, improve their lives and strengthen their communities. NW is dedicated to providing the highest quality training to community development practitioners and other professionals working to promote and strengthen affordable revitalization. NW develops and implements over 230 different educational events each year and offers NDC's community development finance courses at its Training Institutes, which count toward both NDC certification as well as a professional certificate from NW in community economic development or affordable housing development. Visit nw.org/training.



Investor Partners

Alamo Area Mutual Housing Association
Citi Foundation / Citicorp USA, Inc.
Bank of America
Carolina First
Citizens Bank, NA
City of Richmond
Deutsche Bank
Dudley Ventures
Federal Home Loan
Mortgage Corporation
Fifth Third Community
Development Corporation
First National Bank of Omaha
Goldman Sachs Bank USA
JPMorgan Chase
Key Community Development Corporation
Merrill Lynch Community
Development Corporation
Michigan Economic Development Association
Philadelphia Association of Community
Development Corporations
PNC Bank
RBS National Bank
Signature Bank
Sun Trust Community
Development Corporation
Tompkins Trust
Urban Redevelopment Authority
US Bancorp Community
Development Corporation
Victoria Foundation
Washington Federal
Wells Fargo Community
Development Corporation

Training Partners

American Express Center
for Community Development
Branch Banking & Trust Company (BB&T)
Capital One Bank
CDFI Fund, U.S. Department of the Treasury
Citi Foundation
City of Dallas
City of Phoenix
City of San Antonio
City of St. Paul
City of Seattle



Coalition for Nonprofit Housing and Economic
Development (DC)
Connecticut Housing Coalition
Economic Development
Association of Minnesota
Economic Development
Association of North Dakota
Federal Home Loan Bank of Boston
Housing and Community Development
Network of New Jersey
Impact Capital (Washington State)
Indiana Association for Community
Economic Development
Iowa Finance Authority
Living Cities
Local Initiatives Support Corporation
Massachusetts Association of Community
Development Corporations
Metropolitan Consortium of Community
Developers (Minnesota)
Minnesota NAHRO
Minnesota Small Business
Development Centers
Montana Department of Commerce
New Jersey Economic Development Authority
North Dakota Department of Commerce
Ohio CDC Association
Prince George's County, Maryland
The Resurrection Project (Chicago)
South Carolina Association of Community
Development Corporations
South Dakota Housing
Development Authority
U.S. Department of Housing
and Urban Development
Virginia Housing Development Authority

NDC HITS HOME

In 1995, NDC launched the NDC Corporate Equity Fund (CEF) to bring investor capital to our partner communities that needed equity to build their affordable housing and historic rehabilitation projects. Since then NDC has successfully subscribed nine multi-investor funds (CEF I through IX) totaling \$450 million in Low Income Housing Tax Credit (LIHTC) and Historic Rehabilitation Tax Credit (RTC) investments. CEF X was launched in September 2011.



- Established in 1995
- Raised \$450 million in investments with many repeat investors
- Invested in 160 LIHTC and RTC projects in 27 states and Puerto Rico
- Funded almost \$1.0 billion of total project investments
- Resulted in over 7,400 units of quality housing for low income families, the elderly, formerly homeless tenants and persons with special needs

NDC Corporate Equity Fund At A Glance

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What's the CEF difference?

- Flexibility in investment size
- Flexibility in project and sponsor type
- Flexibility in location
- The expertise of NDC's community and housing development finance professionals

More than Just Equity

CEF supports projects and their sponsors every step of the way, partnering on projects that bring a high level of social impact to their communities, operate soundly and provide quality, safe, well managed living environments for their ultimate beneficiaries, our residents.

NDC's Technical Assistance and Asset Management professionals work closely with project sponsors on all aspects of development from project conceptualization through development, lease-up and operations.

"NDC training was top notch and combined the right amount of lecture, questions and answers, along with hands-on case studies. The training has proven very valuable in my work."

Greg Cecil, Financial Analyst

U.S. Department of Housing and Urban Development

The Franklin Building, Watertown, NY



Situated prominently on Watertown’s Public Square, the Franklin Building, circa 1904, has been transformed from a vacant eyesore with a long and storied past to a restored gem with a bright future. The Watertown Local Development Corporation and non-profit developer Neighbors of Watertown, Inc.

teamed up with NDC CEF to structure a \$9.9 million financing package including \$4.1 million in LIHTC and RTC equity. The completed project provides 16 quality affordable housing units for families and 13,000 square feet of attractive commercial space.

“The Franklin Building offered us a tremendous opportunity to leverage resources while revitalizing an important and historic property. The complex financing of this project presented many challenges, but the outcome for the City of Watertown is worth it. We thank NDC CEF for their commitment.”

Daniel Buyer, Assistant Commissioner for Regional Affairs
NY State Homes and Community Renewal

Brettler Family Place, Seattle, WA

A \$13.9 million family housing development located on what was formerly the Sand Point Naval Air Station, Brettler Family Place is part of an extraordinary community building initiative led by Solid Ground Washington that provides affordable housing and community facilities to homeless families on one of Seattle’s most picturesque sites overlooking Lake Washington. With support from the Brettler Family Foundation and a \$5.5 million LIHTC investment through CEF, Solid Ground created 52 units of permanent housing for families coming out of emergency and transitional shelters with all units restricted to households with incomes below 30% of median income.



“Brettler Family Place is Solid Ground’s first major housing development project and we could not have done it without the financial and technical support we received from NDC. Brettler Family Place is giving 52 families the opportunity to live in a supportive community environment where they never have to worry again about being able to provide a good home for themselves and their children. Thank you, NDC, for helping Solid Ground and the families we serve achieve our dream!”

Cheryl Cobbs, Executive Director
Solid Ground

NDC TRAINING IN YOUR BACKYARD

Groups both small and large benefit from the opportunity to build their development finance capacity in their own backyards. When NDC comes to you, participants are given the opportunity to discuss local development projects with colleagues first-hand while developing a uniform financial analysis and delivery system. And this all comes with the added benefits of



lower tuition and travel costs.

NDC's complete training curriculum, including our online training courses, is available for local sponsorship—from stand-alone courses of varying lengths on the full range of financing tools to multi-course economic and housing development finance certification programs. The courses are identical to those that we teach throughout the country. NDC instructors deliver the same skill and real world experience in your community that has made our training the gold standard in the field. And the focus, as in all NDC training, is on getting projects from plans to reality.

Join the hundreds of agencies and organizations that have partnered with NDC to sponsor our classroom and online courses for members of their staffs and local development practitioners.

The benefits of locally-sponsored training, however, don't end there.

NDC can work with you to customize existing courses or create unique training programs that focus on the specific capacity building needs or interests of your audience or community. In many instances, we incorporate local development projects and finance programs to bring added

value to your training participants. Highlights include, but are not limited to, the following:

- **Introduction to Economic Development Finance** – A fast-paced overview of economic development finance that is frequently offered to local practitioners or the sponsoring entity's economic development partners—private sector lenders, elected officials, policy makers, board members and others.
- **HUD Section 108 Loan Guarantee Program** – A course designed to help potential HUD Section 108 borrowers understand how to best use this financing tool to improve their communities while minimizing the risk to their CDBG dollars.
- **Rural Community Development** – A session that investigates both the challenges specific to rural development and the general and targeted financing resources available.
- **Asset Management for Affordable Housing** – A course that explores the roles and responsibilities of affordable housing asset managers, including the tools of risk management, that can aid in diagnosing future problems and methods to address them.
- **Mixed-Use Real Estate Finance** – A seminar that investigates both the opportunities and challenges of mixed-use development, including financing tools and deal structuring options.

Bring NDC training to your community.

Keep in mind that NDC's training schedule is booked several months ahead. So when considering your training goals, call our Training Division well in advance of your preferred course dates. Learn more by calling (859) 578-4850 or e-mailing us at training@nationaldevelopmentcouncil.org.

2012 NDC COURSE SCHEDULE

Check NDC's website for training schedule updates.
Schedule is subject to change.

	Course	Date	Registration Location	Deadline
EDFP Certification Program™	ED101—Economic Development Finance	Jan. 9-13, 2012 June 4-8, 2012 Oct. 15-19, 2012	Seattle San Diego Ft. Worth	Dec. 9, 2011 May 4, 2012 Sept. 14, 2012
	ED201—Business Credit Analysis	Nov. 14-18, 2011 Feb. 6-10, 2012 April 23-27, 2012 Nov. 5-9, 2012	Dallas Chicago Seattle San Diego	Oct. 14, 2011 Jan. 6, 2012 March 23, 2012 Oct. 5, 2012
	ED202—Real Estate Finance	Jan. 23-27, 2012 July 9-13, 2012 Sept. 24-28, 2012	Ft. Worth Chicago Seattle	Dec. 23, 2011 June 8, 2012 Aug. 24, 2012
	ED300—The Art of	April 16-20, 2012 Dec. 3-7, 2012	Ft. Worth Seattle	March 16, 2012 Nov. 2, 2012
HDFFP Certification Program™	HD410—Home Ownership Finance	Dec. 6-9, 2011 March 13-16, 2012 July 10-13, 2012 Dec. 4-7, 2012	Philadelphia Ft. Worth Chicago San Diego	Nov. 4, 2011 Feb. 10, 2012 June 8, 2012 Nov. 2, 2012
	HD420—Rental Housing Development Finance	Oct. 24-28, 2011 Feb. 20-24, 2012 May 7-11, 2012 Aug. 27-31, 2012	San Diego Philadelphia Ft. Worth Chicago	Sept. 23, 2011 Jan. 20, 2012 April 13, 2012 July 27, 2012
	HD422—Computer Spread Sheet Analysis for Housing*	Nov. 29-Dec. 1, 2011 Jan. 24-26, 2012 July 17-19, 2012 Dec. 4-6, 2012	Seattle San Diego Ft. Worth Chicago	Oct. 28, 2011 Dec. 23, 2011 June 15, 2012 Nov. 2, 2012
	HD423—Computer Spread Sheet Analysis for Rental Housing**	Dec. 6-8, 2011	Denver	Nov. 4, 2011
	HD430—Housing Development Finance: Problem Solving and Deal Structuring*	Dec. 12-16, 2011 June 4-8, 2012 Nov. 5-9, 2012	Philadelphia San Diego Ft. Worth	Nov. 11, 2011 May 4, 2012 Oct. 5, 2012
	HD435—Rental Housing Development Finance: Problem Solving and Deal Structuring*	Feb. 6-10, 2012	Denver	Jan. 6, 2012
	ED405—Revolving Loan Funds and CDBG Compliance	July 17-19, 2012	San Diego	June 15, 2012
ED515—New Markets Tax Credits	March 6-7, 2012	Chicago	Feb. 3, 2012	
HD502—Low-Income Housing Tax Credits	April 17-19, 2012	Chicago	March 16, 2012	
ED407—Making CDBG Work for your Economic Development Efforts	Feb. 7-8, 2012	Seattle	Jan. 6, 2012	
CD101—Economic and Community Development Finance	June 19-22, 2012 Sept. 18-21, 2012	San Diego Philadelphia	May 18, 2012 August 18, 2012	
Online Courses <small>All courses listed in Eastern standard time</small>	Low-Income Housing Tax Credits	Jan. 19, 2012, 1-4pm	Online	Jan. 12, 2012
	Main Street Finance: Mixed-Use Real Estate	Feb. 21, 2012, 1-4pm	Online	Feb. 14, 2012
	New Markets Tax Credits	March 13, 2012, 1-4pm	Online	March 6, 2012

*Participants in the HD422, HD423, HD430 and HD435 courses must bring a laptop computer equipped with Microsoft Excel.

**Participants who attend HD420, HD423 and HD435 obtain NDC's Rental Housing Development Finance Professional Certification. See nationaldevelopmentcouncil.org for details.

Training Course Locations

CHICAGO

The Drake Hotel
140 E. Walton Pl.
Chicago, IL 60611
800-445-8667
NDC Group Rate: \$179

DALLAS

Sheraton Dallas North
4801 LBJ Freeway
Dallas, TX 75244
800-325-3535
NDC Group Rate: \$107

DENVER

Sheraton Downtown
1550 Court Pl.
Denver, CO 80202
800-325-3535
NDC Group Rate: \$141

FT. WORTH

Omni Ft. Worth Hotel
1300 Houston St.
Ft. Worth, TX 76102
800-843-6664
NDC Group Rate: \$159

PHILADELPHIA

Sheraton University
City Hotel
3549 Chestnut St.
Philadelphia, PA 19104
888-627-7071
NDC Group Rate: \$159

SAN DIEGO

Sheraton Suites San Diego
701 A St.
San Diego, CA 92101
800-962-1367
2012 NDC Group Rate: \$159

SEATTLE

Renaissance Seattle
515 Madison St.
Seattle, WA 98104
800-546-9184
NDC Group Rate: \$139

Tuition

NDC is pleased to hold the tuition rate steady in 2012. We know that these are difficult economic times for our training participants. Tuition is discounted by 10 percent if payment is received before the registration deadline (see Course Schedule). No discount is available for payments received after the registration deadline. Tuition refunds are made if NDC cancels a course or if a participant withdraws his or her registration 10 or more business days prior to the start of a course. A credit, not a refund, is given to registrants who cancel fewer than 10 business days prior to the start of a classroom training course and two business days prior to the start of an online course. Credits can be applied to tuition for future courses. In addition, registrants are assessed a \$100 withdrawal fee. **NDC reserves the right to cancel any course and make tuition refunds only.**

One-day course	\$230
Two-day course	\$460
Three-day course	\$690
Four-day course	\$920
Five-day course	\$1,150
Online Course	\$250

Presession Assignment

A presession assignment is sent to all confirmed registrants approximately three weeks before the start of each classroom course. The assignment must be completed prior to the first day of class. Individuals who register or confirm their registration fewer than 14 days before a course must pay express delivery charges for their presession assignment.

Travel & Course Schedule

Participants are responsible for their travel, hotel, meals and incidental expenses. Individuals are advised to register for a course before making airline reservations. Classes begin at 9:00 a.m., therefore, participants should arrive the day before the start of the course. Students must complete in-class team assignments each evening (about two hours). Certification course examinations are administered on the last day of class. Individuals are required to complete and return the examinations before leaving. When making travel arrangements, note that most participants finish the exam by 3:00 p.m.

*Please make your hotel reservation before the registration deadline indicated in NDC's Course Schedule. After the registration deadline, the NDC group rate cannot be guaranteed. **To receive the reduced rate, state that you are participating in a National Development Council training session.***

Additional Information

National Development Council
nationaldevelopmentcouncil.org

Training Division
927 Dudley Rd.
Edgewood, KY 41017
(859) 578-4850
(859) 578-4860 fax
training@nationaldevelopmentcouncil.org

New York Office
708 Third Ave., Suite 710
New York, NY 10017
(212) 682-1106
(212) 682-5611 fax

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Registration

By fax

Fax this completed form to **(859) 578-4860**

Online

Visit NDC's Web site to register online: **nationaldevelopmentcouncil.org**

By mail

Mail this form with payment (check, credit card, purchase order) to:

**National Development Council
Training Division
927 Dudley Road
Edgewood, KY 41017**

An individual is not confirmed and pre-session materials are not sent until full payment or properly certified city, state or Federal voucher or purchase order has been received by NDC's Training Division.

Prerequisites

Registrants must meet prerequisites. Individuals who do not qualify for a course will be contacted by NDC's Training Division.

Registration Form

Complete the following (please print):

Mr. Ms. Other _____

Name _____

Title _____

Organization _____

Mailing Address _____

City _____

State _____ Zip _____

Telephone (_____) _____

Fax (_____) _____

E-Mail _____

Physical Address _____

(For shipping only if different than mailing address)

City _____

State _____ Zip _____

Are you planning to stay at NDC's training site?

Yes No

Please indicate if you are a:

Certified EDFP Certified HDFP

I would like to register for:

Course Name _____

Date _____

Location _____

Promotional Code (if applicable) _____

If making payment by Visa, MasterCard or American Express, please complete the following:

Visa MasterCard AMEX

Credit Card Number: _____

Signature: _____

Exp. mo./yr: _____



NATIONAL DEVELOPMENT COUNCIL

Training Division

927 Dudley Road

Edgewood, KY 41017

(859) 578-4850

ACADEMY 2011 ROUND-UP



Mitch Kennedy from the City of Spartanburg, SC, reacts to his NDC Academy 2011 Award in the Creative Financing Category for the C.C. Woodson Community Center.

The NDC Academy 2011 brought together our colleagues in the community development trenches with Congressional staff, program experts and policy makers in Washington, DC.



NATIONAL COUNCIL FOR COMMUNITY DEVELOPMENT

Training Division

927 Dudley Road
Edgewood, KY 41017

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