



AZ NAHRO Conference



Leading The Way

National Association of Housing & Redevelopment Officials  
NAHRO Arizona Chapter

AZ NAHRO Annual Conference  
August 10-11, 2010  
Glendale, Arizona

*Learn. Share. Network.*



# ARIZONA

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## *Welcome Conference Attendees:*

I want to thank you for attending the 2010 Arizona NAHRO Conference. The theme this year is Leading the Way! In the past couple of years, we have been called upon by our funding sources and our constituents to lead the way in economic recovery, increased efficiency, transparency, and integrity. I can proudly say that AZ NAHRO is part of this effort that helps the members reach this expectation. Your presence at this conference is a reflection of your commitment to become a leader. It is by your being a part of this conference that you will add so much by your participation, the networking, and feedback given through evaluations.

It is my sincere desire that this conference is both beneficial and enjoyable; that you draw encouragement from your network of professional peers and renewed energy to do the work of housing and community development; and finally that you are fed well both physically and professionally. Allow me to lead the way by saying welcome to another great AZ NAHRO conference!

Sincerely,

*Elizabeth Morales*

Elizabeth Morales  
Chapter President

LEADING THE WAY...TO BRIGHTER IDEAS





## Mission Statement

The National Association of Housing and Redevelopment Officials (NAHRO) is a professional membership organization comprised of 9,500 housing and community development agencies and officials throughout the United States who administer a variety of affordable housing community development programs at the local level. NAHRO's mission is to create affordable housing and safe, viable communities that enhance the quality of life for all Americans, especially those of low and moderate income by:

- Ensuring that housing and community development professionals have the leadership skills, education, information and tools to serve communities in a rapidly changing environment.
- Advocating for appropriate laws and policies which are sensitive to the needs of people served, are financial and programmatically viable for our industry, are flexible, promote deregulation and local decision-making.
- Fostering the highest standards of ethical behavior, service and accountability.



NAHRO enhances the professional development and effectiveness of its members through its comprehensive professional development curriculum, conferences and publications. Through these efforts we are working to equip NAHRO and our membership with the skills, knowledge, and abilities necessary to survive and prosper in a changing environment, and make our Association more efficient and effective.

## Get Involved

Our committees need members! There's no pressure to attend meetings or write reports; just bring great ideas and suggestions on the most up-to-date and relevant training opportunities.

Become involved with our state chapter. Become knowledgeable in government dealings affecting the performance of your job, assistance to your clients, and your part in the "big picture".

Look for the "Committee Interest" form in your registration packet.

*Learn. Share. Network.*  
**Experience NAHRO!**





**Executive Board Members**

- President ..... **Elizabeth Morales**  
Housing Manager  
City of Phoenix Housing Department
- Senior Vice President..... **Angela Duncan**  
Housing Manager  
City of Phoenix Housing Department
- Secretary ..... **Gloria Soto**  
Program Coordinator  
Pima County Community Development Department
- Treasurer..... **Theresa Schweitzer**  
Grants Accountant  
City of Scottsdale
- Past President ..... **Liz Chavez**  
Housing Services Administrator  
City of Tempe

**Committee Chairpersons**

- Communications ..... **Vacant**
- Community Revitalization & Development..... **Vacant**
- Family Self-Sufficiency ..... **Sandra Nunez**  
FSS Coordinator  
City of Yuma Housing Authority
- Finance ..... **Deborah Beals**  
Finance Director  
Flagstaff Housing Authority
- Housing..... **Patricia Campos**  
Program Administrator  
Gila County Community Services
- Legislative Representative ..... **Carolyn Olson**  
Director of Housing and Revitalization  
City of Mesa
- Maintenance ..... **Vacant**
- Member Services ..... **Connie Treloar**  
Executive Assistant  
Maricopa County Housing Authority
- Professional Development..... **Nicky Stevens**  
Housing Specialist  
AZ Behavioral Health Corp.  
  
**Charles Sullivan**  
Housing Programs Assistant  
AZ Behavioral Health Corp.



## Annual Business Meeting & Luncheon

The annual AZ NAHRO Business Meeting will be held during the luncheon on Tuesday, August 10th. This is an opportunity for the Board to give general information to the membership.

## Silent Auction

When you participate in our annual Silent Auction, not only will you have loads of fun, you'll be supporting a worthy cause! Proceeds from the auction support the Scholarship program for the Family Self-Sufficiency program. The "winning" bidders will be announced during the non-business lunch on Wednesday, August 11th.

## The Mark Bethel Reception - AHADA/AZ NAHRO Joint Awards

The AHADA and AZ NAHRO Annual Awards are a combined effort of the two organizations to acknowledge the dedication, professionalism, and integrity of housing and redevelopment personnel. This annual award event is held in honor of our former colleague, Mark Bethel. Award categories include:

- Employee of the Year
- FSS Participant of the Year
- Hero of Assisted Housing
- Program Innovation in Housing & Community Development
- Appreciation of an Elected or Appointed Official for their Community Support and Involvement

In addition, the Mark Bethel Memorial Scholarship Award, sponsored by the Arizona Housing Authorities Directors Association, is awarded to someone who is furthering their education in the finance field.

## FSS Scholarship Awards

The FSS committee selects participants in assisted housing programs that are successful examples and who have utilized education to better themselves and the lives of their families. This year three \$1,200 scholarships will be awarded.

## Housing America Poster Contest

AZ NAHRO will sponsor the poster contest for children associated with affordable housing and community development programs as part of the National Housing America Campaign with National NAHRO. Conference attendees are invited to help judge the poster submissions. Arizona winners in each age category will win a \$50 savings bond, and the winning posters will be entered into the National NAHRO competition.

## AZ NAHRO Social Mixer!

Join us Tuesday, August 10th for the AZ NAHRO Social Mixer at McFadden's Restaurant & Saloon Glendale. The fun will begin immediately following the Reception (6:30 pm to close!) Come meet with fellow NAHRO members and enjoy great food, drinks and music! There will be a reserved area for the NAHRO group.

## Vendors

Our vendors help to make this conference a success. Be sure to visit each display station to receive useful industry information. Display booths are located in the Solana E Ballroom.

### Display Vendors

- Continental Flooring
- HD Supply
- Home Depot
- Housing Authority Insurance Group
- Lindsey Software
- Parsons-3D-I
- Yardi



## **FRED KARNAS**

Senior Advisor to the Secretary  
U.S. Department of Housing and Urban Development

Fred Karnas joined the Obama administration in March of 2009 where he serves as Senior Advisor to HUD Secretary Shaun Donovan. His primary responsibility is to provide policy guidance in the area of housing and human services. Along with a Department of Health and Human Services counterpart, Fred provides leadership to the ground-breaking HUD-HHS partnership to better link housing, health and human services. Fred also serves as HUD's point person on aging and disability policy, as well as continuing his long-time work on

homelessness.

Prior to joining HUD, Fred served in Arizona Governor Janet Napolitano's cabinet, as director of the Department of Housing where he oversaw the department's programs ranging from addressing homelessness to assisting first time homebuyers. He also served as executive director of the state Housing Finance Agency and co-chair of the Governor's Interagency and Community Council on Homelessness.

Previously, Fred served at HUD in the Clinton Administration, initially as the first director of the Office of HIV/AIDS Housing and subsequently as Deputy Assistant Secretary for Special Needs Programs and Acting Director of the federal Interagency Council on the Homeless. He also served as executive director of the Washington, DC-based National Coalition for the Homeless, as well as in leadership positions in a number of housing and human service non-profit agencies serving homeless persons, persons with disabilities and seniors in Florida, Virginia and Arizona.

Fred has a Bachelor's degree in City Planning from the University of Virginia School of Architecture, a Masters degree in Social Work and Certificate in Gerontology from Virginia Commonwealth University, and a PhD in Environmental Design and Planning from the Virginia Tech College of Architecture and Urban Studies.



## **OPHELIA BASGAL**

Ophelia Basgal was appointed as the Department of Housing and Urban Development Regional Director, Region IX (Pacific/Hawaii) which includes the states of Arizona, California, Hawaii and Nevada, in April 2010. She is a nationally recognized expert on housing and community development issues having served 27 years as the executive director of the Housing Authority the County of Alameda, California. She also served on the bipartisan Congressional Millennial Housing Commission and was a member of and held leadership positions in a number of national housing organizations.

Prior to joining HUD, Ophelia Basgal was Pacific Gas and Electric Company's (PG&E) Vice President of Community Relations, a position she held since September 2005. She was directly responsible for managing the company's \$19.2 million charitable contributions program, which included the award winning Solar Schools Education Program and Solar for Habitat Housing programs. She also oversaw the employee volunteerism program for PG&E's 20,000 employees and community engagement programs.

Ophelia's many professional and community affiliations include current terms on the board of retirement of the Alameda County Employees' Retirement Association (ACERA), the Public Policy Institute of California Statewide Leadership Council and the advisory board for the University of California Puente Program. Her previous board affiliations include the Oakland Museum of California Foundation, Merritt Community Capital Corporation (a tax credit equity fund) and the advisory council to the National Housing Conference's Center on Housing Policy. She also served as a member of State of California's Commission on Judicial Performance.

Ophelia has been recognized by the San Francisco Business Times as one of the most influential Hispanics in the San Francisco Bay area, by the National Society of Hispanic MBAs as the 2009 Ultimate Hispanic Executive, by the Mexican American Community Services, Inc. as the most influential Hispanic in the Silicon Valley corporate category and by Alameda County Girl's Inc. with their 2007 Smart Leadership Award.

Ophelia has a BA with distinction from Arizona State University and a master's degree in Social Welfare Administration from the University of California, Berkeley.





## **REBECCA FLANAGAN**

Rebecca Flanagan was selected on March 24, 2002, as Director for the Field Office of the U.S. Department of Housing and Urban Development (HUD) in Phoenix, Arizona. Rebecca is the senior management official for the close to 100 staff. She ensures that HUD's current and prospective customers gain the necessary access to the whole range of HUD services. She provides communities with technical expertise and continues to foster and develop public/private partnerships, and sustains her involvement within various community organizations.

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## **STEVEN FRATE**

Vice Mayor Steven Frate was elected to represent the Sahuaro District in March 2000 and re-elected in 2004 and 2008. He was named Vice Mayor in June 2010. Vice Mayor Frate campaigned as a neighborhood activist. Prior to joining the Council, Frate served five years on the Glendale Parks and Recreation Commission, completing a term as the commission's chair. He also served on a committee to assist with a unique pilot project for neighborhood planning, which is today's Glendale Neighborhood Partnership Program.

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## **JONATHAN ZIMMERMAN**

At NAHRO for the last ten years, Jonathan works on legislation and regulatory matters relating primarily to the Section 8 Housing Choice Voucher program. His work includes researching policy and programmatic matters for NAHRO's education and advocacy on appropriations and authorizing legislation related to the Housing Choice Voucher program as well as regulations. Jonathan helps with NAHRO's Congressional testimony, comments letters to proposed regulations, and helps agency members implement program changes through PIH notices and final regulations.

*Leading The Way...*



# Sessions At-A-Glance



## Tuesday, August 10, 2010

<b>OPENING CEREMONIES</b> <i>Solana E</i> Special Speaker - Fred Karnas, HUD						
	Housing	CR&D	Finance	Prof Dev	FSS	Maintenance
9:00 - 10:15am						
10:30 - 11:45am	Advanced Inspection <i>Solana G</i>	EPA Renovation Repair & Paint Rule (Laura Smith, et al.) <i>Solana D</i>	Legislative & Regulatory Update: SEVRA, TRA, Financial Issues, etc. <i>Solana H</i>	Building Your Case: How to Prepare for the Hearing Officer (Brian Petersen, et al.) <i>Solana I</i>	Life Coaching: How Can We Improve Ourselves to Help Others? (Theresa Robbins) <i>Solana F</i>	Hands-on Maintenance (Home Depot) <i>Solana C</i>
12:00 - 1:15pm	<b>BUSINESS LUNCHEON</b> <i>Solana E</i> Keynote Speaker - Patrick Ibarra					
1:30 - 2:45pm	Advanced Inspection <i>Solana G</i>	Leading Change: Translating Headwinds Into Tailwind (Patrick Ibarra) <i>Solana D</i>	Legislative & Regulatory Update: SEVRA, TRA, Financial Issues, etc. (cont.) <i>Solana H</i>	New Beginnings: How Partnering with CLS Can Benefit the Community (Audrey Wanich) <i>Solana I</i>	Triggers & Principles of Fat Burning (Dr. Peter Kan) <i>Solana F</i>	Hands-on Maintenance (cont.) <i>Solana C</i>
2:45 - 3:15pm	<b>BREAK</b>					
3:15 - 4:30pm	Advanced Inspection <i>Solana G</i>	Homeless Programs: What's New? (Theresa James, et al.) <i>Solana D</i>	Operating Special Programs: VASH & FUP (Steve Cohen, et al.) <i>Solana H</i>	Are You Ready for a Little Radical Collaboration? (Karen Stafford) <i>Solana I</i>	FSS Roundtable <i>Solana F</i>	Hands-on Maintenance (cont.) <i>Solana C</i>
4:30 - 6:00pm 6:00 - 7:30pm	<b>RECEPTION &amp; AWARDS BANQUET</b> <i>Solana E</i> <b>MIXER AT LOCAL RESTAURANT</b>					

## Wednesday, August 11, 2010

	Housing	CR&D	Finance	Prof Dev	FSS	Maintenance
9:00 - 10:15am	Going Smoke Free in Public & Multi-family Housing (Susan Bergquist) <i>Solana B</i>	Housing Roundtable <i>Solana H</i>	Finance & CR&D Roundtable: ARRA and NSP Reporting <i>Solana D</i>	Customer Service in Difficult Situations (Elizabeth Morales) <i>Solana I</i>	Let Your Dreams Take Flight (Paula Waybright) <i>Solana F</i>	Hands-on Maintenance (Home Depot) <i>Solana C</i>
10:15 - 10:30am	<b>BREAK</b>					
10:30 - 11:45am	Hot Topics with HUD (cont.) <i>Solana B</i> <hr/> Advanced Inspection All Day <i>Solana G</i>	Best Practices Neighborhood Stabilization Program <i>Solana H</i>	How To Analyze the Costs/Benefits of Outsourcing <i>Solana D</i>	Life Is Too Short Not To Live Your Passion (Tiffany Weis) <i>Solana I</i>	Housing Market Changes: What's New? (Susan Munguia) <i>Solana F</i>	Hands-on Maintenance (cont.) <i>Solana C</i>
12:00 - 1:00pm	<b>NON-BUSINESS LUNCH &amp; SILENT AUCTION</b> <i>Solana E</i>					
1:15 - 3:30pm	Hot Topics with HUD (cont.) <i>Solana B</i> <hr/> Advanced Inspection All Day <i>Solana G</i>	Immigration Laws & the Impact on Housing (Dr. Ed Valenzuela) <i>Solana H</i>	FDS: New lines & edit items <i>Solana D</i>	Creating an Effective Organ. Culture in Your Workplace (Dr. Kayong Holston) <i>Solana I</i>	Foreclosure and Impact on Renters <i>Solana F</i>	Hands-on Maintenance (cont.) <i>Solana C</i>
2:30 - 2:45	<b>BREAK</b>					

**TUESDAY 8.10.2010** Session 1 - 10:30am - 11:45am**Advanced Inspection**

This two-day certification seminar will teach you the fundamentals of buildings from single family homes to multifamily buildings, in addition to green building technology and energy conservation. You will then learn the building systems of a housing unit and problem signs that can help you detect possible failures early.

*Speaker(s):* Nan McKay and Associates

Solana G

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**EPA Renovation Repair and Paint Rule: Applying New Rules Related to Lead-based Paint Risk**

There are requirements related to lead based paint in our housing programs and community development projects. Come and learn about the latest federal rule on this topic.

*Speaker(s):* Laura Smith, City of Phoenix Lead and Healthy Homes Programs  
Patrick Larkin, City of Phoenix Lead Risk Assessor

Solana D

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**Legislative & Regulatory Update: SEVRA, TRA, Financial Issues, etc.**

Join Jonathan Zimmerman from NAHRO to discuss recent and proposed legislative and regulatory changes affecting housing and community development programs.

*Speaker(s):* Jonathan Zimmerman, Senior Policy Advisor, NAHRO  
Ophelia Basgal, HUD Regional Director

Solana H

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**Building Your Case: How to Prepare for the Hearing Officer**

Learn what you can do to minimize reversals and challenges to your program terminations. This fun and interactive session provides hands-on experience preparing for and conducting program termination hearings. Learn HUD regulations and best practices playing "Housing in Jeopardy," and put yourself in the shoes of the participant, PHA or hearing officer in a mock hearing.

*Speaker(s):* Brian Petersen, HOM Inc.  
Marea de Nice Moseley, Community Legal Services

Solana I

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**Life Coaching: How Can We Improve Ourselves to Help Others?**

Join us for a fun, laid back presentation of the concepts, tools and techniques to help you understand and harness your inherent ability to take charge of your life, move yourself toward your goals, and inspire others to do the same.

*Speaker(s):* Theresa Robbins, Life Coach

Solana F

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**Hands-On Maintenance**

The two-day conference will cover three areas for maintenance staff:

- Plumbing: Repairs for sink, toilets, and water heaters
- Electrical: O Meters and breaker switches
- Drywall repair

*Speaker(s):* Nathan Zigler, Home Depot

Solana C

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**TUESDAY 8.10.2010** Session 2 - 1:30pm - 2:45pm**Advanced Inspection (continued)***Speaker(s):* Nan McKay & Associates

Solana G

**Leading Change: Translating Headwinds Into A Tailwind**

Public Housing continues to experience unprecedented changes resulting from a number of trends - financial, service demands, and policy shifts, to name a few. Organizational leaders and workforce members are challenged to do things differently, and do different things in an effort to coalesce these trends towards improved programs and services. This session will provide participants practical tools, tactical tips and impactful techniques to translate the trends towards fortifying a tradition of excellence.

*Speaker(s):* Patrick Ibarra, The Mejorado Group

Solana D

**Legislative & Regulatory Update: SEVRA, TRA, Financial Issues, etc. (continued)**

Join Jonathan Zimmerman from NAHRO to discuss recent and proposed legislative and regulatory changes affecting housing and community development programs, including SEVRA, Transforming Rental Assistance (TRA), financial issues, etc.

*Speaker(s):* Jonathan Zimmerman, Senior Policy Advisor, NAHRO  
Ophelia Basgal, HUD Regional Director

Solana H

**New Beginnings: How Partnering with CLS Can Benefit the Community**

Community Legal Services is the sole LSC funded legal aid program in Maricopa County, and offers multiple services to the community. This session will go over the services and programs which CLS offers to your clients, such as the areas of laws we assist with and the outreach classes we hold throughout the year. We will also be discussing the various partnership programs CLS is currently planning and implementing, and how it could assist other organizations in the area in providing and supporting their clientele.

*Speaker(s):* Audrey Wanich, Community Legal Services

Solana I

**Triggers and Principles of Fat Burning**

Come and learn in this workshop why fat loss is not just about diet and exercise. Learn the four major physiological barriers to fat loss that must be corrected. Learn to identify the four body shapes and how they contribute to the foods you should eat and the type of exercise you need. Learn why we have cravings and why lack of sleep, pain, and allergies can give you belly fat. Learn about the hormone-belly fat connection...and how stress and exercise can make things worse. Finally, learn about the low fat diet myth and how it actually can create more belly fat and what you can do about it.

*Speaker(s):* Dr. Peter Kan, Hope Family Wellness and Chiropractic

Solana F

**Hands-On Maintenance (continued)***Speaker(s):* Home Depot

Solana C



**TUESDAY 8.10.2010** Session 3 - 3:15pm - 4:30pm**Advanced Inspection (continued)**

*Speaker(s):* Nan McKay & Associates

Solana G

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**Homeless Programs: What's New?**

Permanent Supportive Housing has been proven to be an effective means of ending homelessness for our most vulnerable neighbors. Join us for a lively discussion that will increase your knowledge of Permanent Supportive Housing and the ways your Housing Authority can collaborate with other service providers to end homelessness.

*Speaker(s):* Michael Shore, HOM Inc. and Board Member of Arizona Coalition to End Homelessness  
Amy Schwabenlender, Valley of the Sun United Way  
Theresa James, City of Tempe Homeless Coordinator  
Carolyn Olson, City of Mesa Housing and Community Revitalization Director  
Charlene Flaherty, Senior Program Mgr, Corp for Supportive Housing

Solana D

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**Operating Special Programs: HUD-VASH and Family Unification Program (FUP)**

Some Arizona agencies have funding for operating special voucher programs. HUD has or may be opening up opportunities for housing agencies to apply for funding. Find out what these programs do and how to best implement them.

*Speaker(s):* Steve Cohen, U.S. Department of Veterans Affairs  
Peggy Morales, City of Tucson  
Elizabeth Morales, City of Phoenix

Solana H

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**Are You Ready for a Little Radical Collaboration?**

Radical Collaboration© is a powerful, interactive program that shows you exactly how to build more effective partnerships, alliances, teams and relationships that really work. This session will highlight content dedicated to identifying and understanding our own responses as a key to understanding others and creating more positive interactions and relationships with others. Studies indicate that maintaining an authentic, non-defensive presence is the single most important thing you can do to increase your personal effectiveness when transforming conflict into collaboration!

Join us to start unlocking the keys to your own preferences as a way to successfully foster positive workplace relationships by: 1) Turning adversarial relationships into productive partnerships; 2) Communicating in ways that uplifts others so they are motivated and accept more responsibility and accountability; and 3) Examining individual preferences and the impact they have on our personal and working relationships.

*Speaker(s):* Karen Stafford, Mountain States Employers Council

Solana I

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**FSS Round Table**

Join other FSS Coordinators and Specialists to discuss the latest FSS happenings! Bring your questions and your comments, your best practices and updates. Learn the latest FSS information, provide others with your best practices, graduate stories, and network with your peers!

*Speaker(s):* Dr. Peter Kan, Hope Family Wellness and Chiropractic

Solana F

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**Hands-On Maintenance (continued)**

*Speaker(s):* Home Depot

Solana C

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**WEDNESDAY 8.11.2010** Session 1 - 9:00am - 10:15am**Advanced Inspection (continued)***Speaker(s):* Nan McKay & Associates

Solana G

**Going Smoke Free in Public and Multi-Family Housing**

Do you want to improve the health of your residents and protect your properties. This session will discuss why and how become smoke free.

*Speaker(s):* Susan Bergquist, Maricopa County Community Development Specialist

Solana B

**Housing Roundtable**

We will focus on best practices, new initiatives and innovative programs/procedures at the Housing roundtable. Please bring issues and be prepared to share information with one another so that we all benefit

Solana H

**Finance Roundtable – ARRA & NSP Reporting**

We will focus on best practices, new initiatives and innovative programs/procedures at our roundtable, especially on Recovery Act funding. Please bring issues and be prepared to share information with one another so that we all benefit.

Solana D

**Customer Service in Difficult Situations**

Providing customer service can be extremely challenging. This workshop will be an interactive and informative time and will allow attendees to sharpen their skills in dealing with difficult customers.

*Speaker(s):* Elizabeth Morales, City of Phoenix

Solana I

**Let Your Dreams Take Flight**

As the world of work continues to become more technologically sophisticated and complex, it is no longer enough to be able to list our skills and expect an employer to hand us meaningful work. In this new millennium, we must identify and articulate what is meaningful to us – we must discern what it is that we have to offer and what kind of environment we want to create – and we must find creative ways to integrate the use of cutting edge technology to help us improve our human relationships and the human condition. We need to stop living in the past and create new ways – better ways – for the future.

*Speaker(s):* Paula Waybright, Mesa Community College Career and Re-entry

Solana F

**Hands-On Maintenance***Speaker(s):* Home Depot

Solana C

**WEDNESDAY 8.11.2010** Session 2 - 10:30am - 11:45am

**Advanced Inspection (continued)**

*Speaker(s):* Nan McKay & Associates

Solana G

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**Hot Topics with HUD**

Need to stay on top of the ever changes and updates to your housing programs. Come listen and be prepared with questions for the local HUD office.

*Speaker(s):* Marta Duron, HUD  
Theresa Torres, HUD  
Margaret Skiffer, HUD

Solana B

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**NSP Best Practices**

Neighborhood Stabilization is going into round 3 this fall. What have we learned and where are we going? We'll focus on two of HUD's highest priorities for the program: the set aside for very low income households (primarily multi-family rental) and using NSP for positive neighborhood impact (primarily single family acquisition/rehab/resale).

*Speaker(s):* Kate Krietor, City of Phoenix  
Angela Duncan, City of Phoenix  
Gary Bachman, Pima County

Solana H

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**How to Analyze the Costs & Benefits of Outsourcing**

Wondering if outsourcing is right for your agency? Learn how to evaluate your options to help with the decision-making process.

*Speaker(s):* TBD

Solana D

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**Life is Too Short Not to Live Your Passion**

Is your life filled with power, passion and purpose? Do you literally leap out of bed each morning, on fire with energy and enthusiasm for your day? Not sure what your passion really is? In this workshop, we will use specific tools to get to the heart of your heart's desire, to cultivate passion across the board, in all areas of your life. We will not be afraid to dream BIG...nor will we avoid seeking small ways to pepper lackluster areas with more joy and delight. Fun and interactive.

*Speaker(s):* Tiffany Weis

Solana I

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**Housing Market Changes: What's New?**

Learn about the recent changes in the housing market and how they affect the first-time homebuyer. How has the housing crisis affected requirements for homebuyers, and what type of FICO score is needed. What type of lending is available and how can you be sure you are getting the best mortgage.

*Speaker(s):* Susan Munguia, National Bank of Arizona

Solana F

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**Hands-On Maintenance**

*Speaker(s):* Home Depot

Solana C

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**WEDNESDAY 8.11.2010** Session 3 - 1:15pm - 3:30pm**Advanced Inspection (continued)***Speaker(s):* Nan McKay & Associates

Solana G

**Hot Topics with HUD (continued)**

Need to stay on top of the ever changes and updates to your housing programs. Come listen and be prepared with questions for the local HUD office.

*Speaker(s):* Marta Duron, HUD  
Theresa Torres, HUD  
Margaret Skiffer, HUD

Solana B

**Immigration Laws & the Impact on Housing**

Immigration is definitely a hot topic for Arizona and even more for housing professionals. This session will discuss recent state legislation and how it impacts the federal housing programs we administer.

*Speaker(s):* Dr. Ed Valenzuela

Solana H

**FDS: New Lines and Edit Items**

This session will go into detailed discussion on FDS line items, NRA calculations for VMS and the OMB Circular A-87.

*Speaker(s):* Pete Koziol, HUD

Solana D

**Creating an Effective Organizational Culture in your Workplace**

This workshop will help you understand the nature and history of organizational culture and how it affects employee behavior, as well as how to identify emerging issues in organizational culture. Discuss the important elements of managing organizational culture to enhance the organization's effectiveness.

*Speaker(s):* Dr. Kayong Holston, Ottawa University

Solana I

**Foreclosure and the Impact on Renters**

- Brief summary of the Arizona Residential Landlord Tenant Act
- Tenants rights and responsibilities
- Landlord's rights and responsibilities
- Steps required for tenants to have repairs completed by landlord
- Crime Free Lease Addendums
- Federal Protecting Tenants at Foreclosure Act
- Arizona Protecting Tenants at Foreclosure Act

*Speaker(s):* TBD

Solana F

**Hands-On Maintenance***Speaker(s):* Home Depot

Solana C



# Business Meeting Agenda

## Annual Business Meeting

Tuesday, August 10, 2010 • 12noon

Renaissance Glendale Hotel & Spa, 9495 W. Coyotes Blvd., Glendale, AZ 85305

Agenda Item #	Topic	Who
1	Welcome	Elizabeth Morales, President
2	Introduction of Board Members	Elizabeth Morales, President
3	Approval of 2009 Business Meeting Minutes	Gloria Soto, Secretary
4	Treasurer's Report	Theresa Schweitzer, Treasurer
5	State of the Chapter Report	Elizabeth Morales, President
6	New Business	Open to Membership
7	Adjournment	Elizabeth Morales, President

### AZ NAHRO 2009-2010 YEAR IN REVIEW

#### ACCOMPLISHMENTS

##### Legislative Priorities for Arizona NAHRO

Arizona NAHRO and Arizona AHADA drafted the Arizona Legislative Priorities Paper. The Legislative Representative for Arizona, Carolyn Olson, was primarily responsible for writing the document. Arizona delegates that attended the NAHRO Legislative Conference shared and discussed this document during their visit on Capitol Hill in March 2010.

##### Newsletter

Two newsletters were provided to membership and one Training and Networking Newsletter.

##### What Home Means to Me Poster Contest

At the 2009 Conference Arizona NAHRO held the annual "What Home Means to Me" poster contest. We received several entries and selected three winners, and awarded them each a \$50 savings bond. In addition these winning posters were then submitted into the national poster contest held at the National NAHRO Conference in Washington, DC. Two of our entries, David and Karen were selected and featured in the 2010 NAHRO Calendar in the months of July and August. Congratulations!

##### PSWRC Conference

We were privileged to have our regional NAHRO, Pacific Southwest Regional Council, hold its spring conference in Scottsdale, AZ. Our own Peggy Morales from Tucson was the conference chair, and of course the regional president is our own, Liz Chavez from Tempe. The conference was a great way to network with our NAHRO colleagues from around the region. It was an excellent conference which included special speaker, HUD Deputy Secretary Sandra Henriquez.

#### EVENTS AND TRAININGS HELD IN 2009-2010

##### NAHRO Housing Roundtable

The Housing Committee held a roundtable on April 22nd, 2010. Discussion included:

- Locating units for participants with disabilities
- Reducing costs in HCV Program
- House Bill 2008 Law- undocumented persons in federal programs

##### Nuts and Bolts and the Advanced Accounting Class

The Finance Committee presented two extensive trainings for finance and program staff. They were both presented by Casterline and Associates. The first, Nuts and Bolts was held on March 22-24, and the Advanced Accounting was on May 4th and 5th.

##### Navigating AZTEC/DES System and DES Resources

The Professional Development Committee presented on June 17th a special training that brought in staff from the Department of Economic Security to discuss changes to benefits and how to navigate the AZTEC system.



# 2009 Annual Business Meeting Notes



## Annual Business Meeting

Tuesday, August 11, 2009 • 12noon

Renaissance Glendale Hotel & Spa, 9495 W. Coyotes Blvd., Glendale, AZ 85305

## MINUTES

- | Agenda Item | Topic/Notes  |
|-------------|--|
| <b>1</b>    | <b>Welcome and Introduction</b><br>President Elizabeth Morales welcomed and thanked everyone for attending the conference, and introduced the board members.<br><br>Liz Morales recognized and thanked our sponsors: Dunn Edwards Corp., Housing Authority Insurance Group, and Parsons—3D/I. In addition, Liz Morales also thanked the agencies that each board member represents.<br><br>Liz Morales informed everyone that we have a record number in memberships, 286 and of the memberships 94 are new. Liz also congratulated all the new members and asked them to stand up and be noticed.<br><br>Liz Morales read AZ NAHRO purpose from the by-laws, talked about the Interest Form for anyone interested in being a committee member and the January Training on Section 8 Income and Eligibility. |
| <b>2</b>    | <b>Approval of Minutes from the annual business meeting held on July 12, 2008</b><br>Gloria Soto informed the members that minutes are in the business meeting packet and gave a few seconds to review, asked for questions. No questions were asked. Gloria requested motion to accept. Debra Beals made the motion to accept and seconded by Angela Duncan Motion carried with a unanimous decision.   |
| <b>3</b>    | <b>Financial Update</b><br>Treasurer's Report for June<br>The book balances for December 31, 2008 are:<br>Checking - \$20,725.78 Investment Account - \$11,864.14 CD - \$10,816.88<br><br>Karen Mofford presented the Treasurer's Report to all the members and reviewed the budget.<br><br>Motion by Brian Petersen and seconded by Connie Treloar to accept the Treasurer's Report. Motion carried with a unanimous decision.  |
| <b>4</b>    | <b>State of the Chapter Report</b><br>Liz Morales presented the 2008-2009 Year in Review including the accomplishments, poster contest, events and trainings conducted for the year, etc.  |
| <b>5</b>    | <b>Slate of Officer 2009-2011</b><br>Deborah Beals presented the slate officer for the new two year term: Liz Morales for President, Angela Duncan for Vice President, Gloria Soto for Secretary, and Theresa Schweitzer for Treasurer. No other nominations were received. Deborah asked for motion to accept the officer. Motion by Beth Rice to accept and seconded by Karen Mofford. Motion carried with a unanimous decision.   |
| <b>6</b>    | <b>Adjournment</b><br>Motion by Beth Rice to adjourn the meeting and seconded by Karen Mofford. Motion carried with a unanimous decision.  |

Respectively submitted by Gloria Soto, Secretary



## GARY BACHMAN

Gary Bachman is Program Manager for the Pima Neighborhood Investment Partnership (PNIP) which is Pima County's Neighborhood Stabilization Grant in the Community Development and Neighborhood Conservation Department. Employed with Pima County for 17 years he has administered the county's affordable housing and community development programs. He is the Immediate Past President of the National Association for County Community and Economic Development (NACCED), and currently serves as the Secretary of the Board of Directors for the Industrial Authority of the City of Tucson. He received a Bachelor of Arts in Anthropology from the State University of New York at Buffalo in 1972, and a Masters of Arts in Landscape Design from the Conway School of Landscape Design in 1984.

## SUSAN BERGQUIST

Susan Bergquist began working in tobacco prevention in 1997 in Oregon in an innovative department in Washington County Public Health. Her passion is working to protect everyone from secondhand smoke but especially children and seniors. She works for Maricopa County Tobacco Use Prevention Program as the multi-housing liaison, providing technical assistance to housing authorities, property managers, and community organizations that want to provide a healthy smokefree community for their residents. Susan is a member of the Arizona Asthma Coalition, Arizona Multi-Housing Association, NAHRO and the National Multi-Housing Listserv.

## STEVE COHEN

Steve Cohen worked for the VA for 20 years, all in Mental Health. During that time he also served as the Clinical Director for the Homeless Program, the Substance Abuse Program, and the Compensated Work Therapy program, all at the VA in Tucson. The last 3 years Mr. Cohen has been the VISN 18 Homeless Coordinator, where he is responsible for the VA Homeless Programs in Arizona, New Mexico, and West Texas.

In addition to his position with the VA, he is an Adjunct Faculty member at Arizona State University. Mr. Cohen has been teaching undergraduate and graduate courses for the School of Social Work since 1998. This Fall he is teaching an undergraduate Social Work Practice course.

Prior to Social Work, he was a Special Education teacher on the Mexican border at Naco School for 5 years.

## ANGELA DUNCAN

Angela Duncan is currently a Housing Manager with the City of Phoenix. She administers the Phoenix NSP multifamily programs as well as other affordable housing development projects. Prior to joining the City of Phoenix in 2007, Angela was with the City of Mesa for almost 10 years. She has a Bachelor's degree from Arizona State University in Psychology. Angela is also a third generation native Arizonan.

## MARTA DURON

Marta Duron has 15 years of Public Housing experience where her career began as a receptionist and ended after securing her position as an Executive Director before going to HUD in 2006. She has a BA from Northeastern Illinois University which she earned while receiving Section 8 rental assistance, working full-time and raising a son as a single mother.

## CHARLENE FLAHERTY

Charlene Flaherty is Senior Program Manager for the Corporation for Supportive Housing where she works with communities to develop permanent supportive housing for homeless persons. Before joining CSH, Ms. Flaherty served as Regional Coordinator for the U.S. Interagency Council on Homelessness, Community Services Program Administrator for the Arizona Department of Economic Security, and budget analyst for the Pennsylvania House of Representatives. Ms. Flaherty has also served as a faculty member for the National HUD/HHS Homeless Policy Academies and National Homeless Research Symposium. Ms. Flaherty holds a M.A. in Political Science from the Eagleton Institute of Politics, Rutgers University, and M.A. in Theology from the University of San Francisco.

## DR. KAYONG HOLSTON

Dr. Kayong Holston holds a Doctor of Business Administration degree with a concentration in Human Resources Management from Nova Southeastern University. Currently, Dr. Holston is the Director of the Graduate Business Program at Ottawa University. Dr. Holston published numerous articles in professional publications and one was selected as the best paper for the Institute of Behavioral and Applied Management. Dr. Holston serves on the Presidential Council of Paradise Community College, Maricopa Community College Chancellor's Asian Pacific-Islander Community Advisory Committee and is a Maricopa Workforce Connection Board member.

## PATRICK IBARRA

Patrick Ibarra is an entrepreneur of ideas and architect of innovation, who seeks to challenge the status quo thinking of the "we've always done it that way" approach. With experience as a city manager and consultant in a Fortune 500 company, he brings a valuable perspective to his work with governments - recognizing their uniqueness while implementing leading edge solutions designed to achieve sustainable change and improved performance.

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## **PATRICK IBARRA cont.**

Patrick is co-founder and partner of the Mejorando Group, a management consulting firm based in Glendale, Arizona. Mejorando is a Spanish word meaning "getting better all the time" and it reflects Patrick and his firm's approach with clients who seek to improve the performance of their organizations and the individuals within them. His firm's clients include a number of cities and counties from coast to coast including the Alameda (CA) Housing Authority and the Housing Authority of the County of Santa Clara (CA).

An author, conference presenter and educator, Patrick has two Masters Degrees, one in Human Resources and Organizational Development from the University of San Francisco and the other in Public Administration from Arizona State University. In his conference presentations, Patrick brings a high-energy delivery style and imparts practical and imaginative tools and techniques helping organizational leaders translate the headwinds of change into a tailwind.

## **THERESA JAMES**

Theresa James is the Homeless Coordinator for the City of Tempe. She oversees a Homeless Outreach Team and has been instrumental in developing 35 units of scattered site permanent supportive housing for homeless individuals in Tempe. Theresa serves on the Maricopa County Regional Council on Homelessness. She holds a B.A. in Psychology from Michigan State University and a Masters in Counseling from the University of Phoenix.

## **DR. PETER KAN**

Dr. Peter Kan is a Board Certified Chiropractic Physician with over 300 Hours in post-graduate training in Functional Endocrinology, Functional Blood Chemistry Analysis, and Functional Neurology. He received his Doctor of Chiropractic from the Southern California University of Health Sciences in 2002. His practice focuses on chronic neurological and metabolic conditions and their correction. Dr. Kan is also a Certified Personal Trainer, Certified Health & Fitness Instructor and Certified Strength & Conditioning Specialist. He enrolled at the prestigious Carrick Institute For Graduate Studies and is working toward Diplomate status in Chiropractic Neurology. Dr. Kan consults with over 500 doctors across the country in neurology and chronic conditions.

## **PETE KOZIOL**

Pete Koziol has worked for U.S. Department of Housing and Urban Development for 25 years. He has been with the Office of Public Housing since October, 2006, when he accepted a position as a Financial Analyst for the Phoenix office. He has welcomed the challenge of focusing on the financial aspects of public housing programs and the opportunity to work in a program that is critical to accomplishing HUD's mission of providing affordable housing to those in need.

Prior to joining the Office of Public Housing, Pete worked in HUD's Multifamily Housing division for ten years serving in several different capacities. Pete was an Asset Manager where he managed a portfolio of HUD-insured and HUD subsidized multifamily projects. Pete also worked in the development side as a Housing Representative and a Mortgage Credit Examiner.

Pete has a Bachelor of Science degree from Arizona State University.

## **KATE KRIETOR**

Kate originally hails from upstate New York- the snow country of Buffalo and Syracuse. She has her Master's in Public Administration from the Maxwell School at Syracuse University. She has been in community development and housing development all her professional life, 25 plus years. Kate has been with the City of Phoenix, Neighborhood Services Dept since 1993. She is currently responsible for the Community Development Division covering the capital programs, Housing and Economic Development, Research and Planning and of interest today- the Neighborhood Stabilization Program.

In past lives she has worked for two non-profits and a quasi-governmental agency.

## **PATRICK LARKIN**

Patrick Larkin is a Project Management Assistant in the city of Phoenix Neighborhood Services Department (NSD). In 1997, Patrick started

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his career in construction as a General Manager and, for more than six years, worked in the industry where he developed bids, cost estimates, specifications, and ensured safe lead abatement and air quality clearances for asbestos and lead abatement renovations. For three years, he worked as a Housing Rehabilitation Specialist for the Lead Hazard Control Program and currently manages the Rental Rehabilitation Program in NSD. Patrick received his Bachelor of Arts degree from Chico State University and is an EPA certified Lead Abatement Supervisor, Inspector, and Risk Assessor. He also holds an Asbestos Hazard Emergency Response Act (AHERA) certification as a Contractor/Supervisor for asbestos abatement projects.

## **ELIZABETH MORALES**

Elizabeth Morales is currently Housing Manager for the City of Phoenix Section 8 program that serves over 5,000 families throughout Phoenix. Liz also has responsibility over the Applications and Information office that handles the recruitment for all of the City's housing programs. Prior to working with the City of Phoenix, Liz was the Housing Administrator for Arizona Behavioral Health Corporation, a non-profit, that provided federally assisted housing to homeless persons with disabilities for eight years. Liz worked for City of Mesa in both Crime Free programs and the Section 8 program, and currently serves as the Arizona Chapter President for the National Association of Housing and Redevelopment Officials (NAHRO) and on the Board of Governors at the national level. Liz has a BS in Business Mgmt and a Master's in Counseling, and has been married for 21 years with two children.





## PEGGY MORALES

Peggy Morales is currently the Housing Administrator for the City of Tucson and Pima County Section 8 program. She began her housing work in 1976 with previous public housing agencies including El Paso as Section 8 Administrator, and the Region V Council of Governments as Deputy Finance Director and Deputy Housing Director. She currently serves as the chair for Section 8 on the National Housing Committee and is the VP on the Housing Committee for PSWRC of NAHRO. She has a long history of service to Arizona NAHRO as well.

## SUSAN MUNGUIA

Susan Munguia has been with National Bank of Arizona (NBA) since May 2002, specializing in affordable housing loan products for first-time homebuyers. During her tenure with NBA, Ms. Munguia has worked with multiple non-profit organizations and municipalities throughout the state, to obtain down-payment assistance for her borrowers. Ms. Munguia volunteers her time with various non-profits in providing homeownership counseling to families, as well as organizations such as Arizona Saves.

## BRIAN PETERSEN

Brian Petersen is the Operations Manager at HOM Inc. HOM Inc. contracts with the City of Phoenix to conduct eligibility and program termination hearings. Brian has participated in this contract since its inception in 2003 and has conducted over 350 hearings. Brian has completed his Masters in Business Administration at Ottawa University. Brian was the Chairperson for the AZNAHRO Professional Development Committee from 2007-2009. He currently serves as a member of the Professional Development Committee.

## THERESA ROBBINS

Theresa Robbins is a certified life coach, writer, speaker, and founder of Theresa Robbins Life Coaching Services. As a former self-help virgin, she is dedicated to sharing the best of the self-help world to inspire and empower others to live a more joyful, vibrant, and fulfilling life. Theresa is mom to two wild, wonderful boys. A formerly miserable stay-at-home mom, she has transformed her life into a fun, exuberant adventure.

## AMY SCHWABENLENDER

Amy Schwabenlender, Vice President Community Impact, is responsible for the Valley of the Sun United Way's strategies to End Hunger and Homelessness in Maricopa County. Prior to joining United Way in 2005, Amy primarily worked in sales and marketing for for-profit companies. She participates in the Maricopa Association of Governments Continuum of Care and Maricopa County Community Services Commission.

## MIKE SHORE

Michael Shore is CEO of HOM, Inc., a leading provider of supportive housing for homeless persons with serious mental illness. HOM, Inc. manages over 1,100 permanent supportive housing vouchers throughout Maricopa County on behalf of Arizona Behavioral Health Corporation. Michael is a Coordinator for Project H3 - Home, Hope and Health, a new project focusing on housing the most vulnerable people experiencing homelessness in our community. Michael also serves on the board for the Arizona Coalition to End Homelessness.

## MARGARET M. SKIFFER

Director of Special Projects for the Indianapolis Housing Agency in Indianapolis, Indiana from April, 1977 to July, 2000, a 2000 unit public housing program and administered a 6000 unit Housing Choice Voucher Program.

In July 2000 she started her career with the U.S. Department of Housing and Urban Development (HUD) as a Community Builder, for two years she provided outreach and technical assistance to housing authorities in Arizona and was the Team Leader for the Phoenix Field Office partnership with the AZ Department of Economic Security to transition the move of the state wage data information collection (SWICA) process to what is now Enterprise Income Verification (EIV).

In April 2003, Margaret joined the Office of Public Housing Phoenix Program Center as a Public Housing Revitalization Specialist, where she has managed a portfolio of all 25 housing authorities in Arizona (currently 8) providing compliance monitoring and technical assistance in the

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Public Housing and Housing Choice Voucher Programs. Evaluating and conducting program compliance monitoring in the areas of Public Housing Asset Management, Rental Housing Integrity Improvement Project (RHIP/RIM); trouble agency recovery, homeownership; American Recovery and Reinvestment Act, and HOPE VI (including Mixed Finance), ROSS and HCV grants, SEMAP and PHAS assessment reviews, and technical assistance of family self-sufficiency; community service programs and five-year and annual agency plans approvals.

## Laura Smith

Laura Smith is the Program Manager for the Lead and Healthy Homes grant programs in the city of Phoenix Neighborhood Services Department (NSD). In 2007, she started her career in NSD as an Administrative Assistant for the lead program monitoring and controlling the program's \$3 million budget, preparing competitive construction grant applications, and interpreting and executing HUD policies and programs. Currently, she manages the day-to-day operations of two lead grants and one Healthy Homes grant, including the oversight of 10 Housing Rehabilitation Specialists certified as Lead Supervisors and eight lead abatement firms. Laura has more than 20 years of corporate, operational and project management experience.

## Karen Stafford

With over twenty years of human resources experience, Karen has served in senior management and HR consulting positions in a variety of business settings. From non-profit agencies and small businesses to Fortune 500 corporations, Karen's expertise spans the industries of property casualty insurance, family entertainment, health care, and banking. With Mountain States Employers Council since 2004, Karen has counseled and trained hundreds of members and other HR professionals on the topics of supervision, leadership development, human resources, workplace harassment prevention, performance management, and employment law.

A graduate of the University of Hawaii, Karen holds a Master's degree in Human Resource Management and is a certified instructor in several leadership, human resources, and teambuilding courses. Karen is also on faculty with a local university and regularly presents at local, state and national conferences.



## **TERRY TORRES**

Terry Torres has 27 years in the housing industry. She has experience as a caseworker and inspector with housing authorities in California and Arizona. Terry has been with HUD for 12 years in the program areas of Multi-family, Indian Programs and is a Program Analyst with Public Housing.

## **DR. ED VALENZUELA**

Dr. Ed Valenzuela is a sociopolitical scientist, Hispanic community civil rights activist and an executive leadership development educator. He has an expansive resume, but here are some highlights. Currently, Dr. Valenzuela is the Executive Director of the Arizona Fair Housing Center; a nonprofit community agency. He is the former District Director of the U.S. Equal Employment Opportunity Commission's Phoenix District Office. He was an EEO investigator and conciliator. Ed has a Ph.D. in Socio-Political Economy. He attended San Francisco Law School.

## **PAULA WAYBRIGHT**

Paula Waybright is a leading edge baby boomer whose heart work has been assisting, encouraging, and providing support to adult students and community members searching for new academic/career/life possibilities. For the past 20 years, she has coordinated and facilitated programs to help adult students learn to identify, articulate, and achieve their dreams.

## **TIFFANY WEIS**

Tiffany was a stockbroker for ten years prior to becoming a Life Coach and public speaker. She specializes in topics of wellness, empowerment and creative expression. She has a BA in Corporate Communications, and nine years of experience teaching yoga and meditation. She currently presents regularly at the Fresh Start Women's Resource Center, Maricopa County public libraries and for a City of Phoenix program. She has lead the group meditation sessions at the Celebrate Your Life conference series for several years, both in the Phoenix area and in Chicago. She loves to bring out the passion in the lives of her workshop participants. Her sessions are fun, interactive and lively. She loves to travel, and lives with her husband, two cats, Great Dane and Chihuahua.



## **AZ NAHRO Social Mixer! Tuesday Night**

Join us for the AZ NAHRO Social Mixer  
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reserved area for the NAHRO group.

# Special Thanks

Conference planning is time consuming and it takes a great team of people to succeed. As board members, we voluntarily take on these responsibilities; however the following individuals are not current board members but gave a significant amount of their time and effort to make this a great conference. Thank you all!

**Valerie Mitchell, City of Phoenix**  
Conference Newsletter & Program Book

**Karen Pierce, City of Tempe**  
Vendor Coordinator

**Rosemary Martinez, City of Phoenix**  
Silent Auction Coordinator

**Julie Bosshart & Valerie Mitchell, City of Phoenix**  
Poster Contest Coordination

**Kurt Knutson, City of Chandler**  
AHADA/NAHRO Awards

**Barbara Wallace, City of Phoenix**  
Coordinating Finance Sessions

**Jesse Dominguez, City of Flagstaff**  
Coordinating the Maintenance Sessions

Thank You to the Board and Committee Members for their time and commitment.







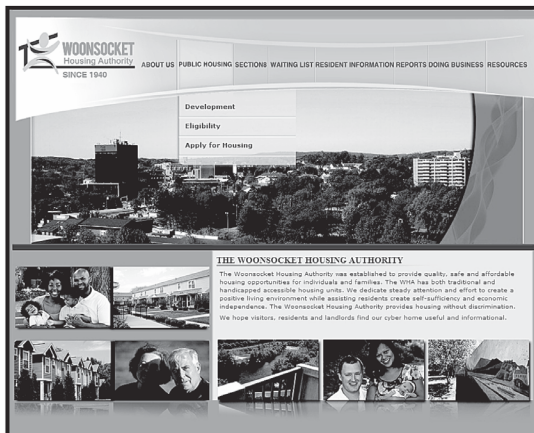
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### **Program Planning, Design and Support**

- ◆ Needs Assessment
- ◆ Applications & Forms
- ◆ Logic Models
- ◆ Reports

### **Research and Technical Reports**

- ◆ Socio-economic
- ◆ Business
- ◆ Housing

### **Community / Neighborhood Planning & Strategies**

- ◆ Market/Needs Assessments
- ◆ HUD Consolidated Planning
- ◆ Housing Elements
- ◆ Revitalization Strategies
- ◆ Network Building

### **Training**

- ◆ Curriculum Development
- ◆ Board, Commission and Staff
- ◆ Individual, Group, On-line

### **Project Support**

- ◆ Risk Assessment
- ◆ Subsidy Structuring



AZ NAHRO Annual Conference  
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