#### 2011



Theme ...... Blooming in the Desert: Adapting to the New Economy

Dates ...... August 2-3, 2011 (Tues/Wed)

Venue ...... Chaparral, Suites Hotel, 5001 N. Scottsdale Rd., Scottsdale 85250

Registration...... Member \$ Nonmember \$

AZNARHO President...... Elizabeth Morales, City of Phoenix Housing Department

Guest Speakers ...... Karen Thoreson, Pres/CEO Alliance for Innovation

Rebecca Flanagan, HUD Director

David Richert, Scottsdale City Manager

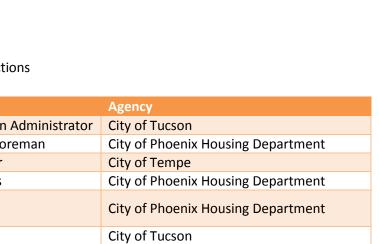
Arizona Housing Alliance Vendors...... A&H Painting

**Carrington College Centennial Contractors** 

**Continental Flooring** Cricket Lifeline **Empire Today HAI Group Kuehl Enterprises PHEnterprizes** The Marshall Agency Yardi Systems

Give-A-Ways.....?

Highlights ...... 50/50 Raffle, Silent Auction, Poster Contest voting, Officer Elections



New Economy

2011 AZ NAHRO CONFERENCE August 2-3, 2011

Award	Recipient	Agency
<b>Employee of the Year: Public Housing</b>	Peggy Morales, Housing Assistance Division Administrator	City of Tucson
Employee of the Year: Maintenance	Mackie Deserano, Building Maintenance Foreman	City of Phoenix Housing Department
<b>Employee of the Year: Community Dev</b>	Liz Chavez, Housing Services Administrator	City of Tempe
Innovative Program of the Year: Housing	Section 8 Division, Program Improvements	City of Phoenix Housing Department
Innovative Program of the Year: Community Development	Victory Place Development	City of Phoenix Housing Department
FSS Participant of the Year	Martha Medina	City of Tucson
Hero of Assisted Housing	Pat Miller, Public Housing Resident	City of Tucson
In Appreciation	Mary Rose Wilcox, Maricopa County Board of Supervisors	District 5, Maricopa County
Mark Bethel Memorial Scholarship	Tina Tellez, Community Services Manager	City of Tucson



# Blooming In The Desert: Adapting to the New Economy

**National Association of Housing & Redevelopment Officials NAHRO Arizona Chapter** 

> **AZ NAHRO Annual Conference** August 2-3, 2011 Scottsdale, Arizona



## Blooming In The Desert: Adapting to the New Economy

2011 Arizona NAHRO Conference August 2-3, 2011

#### **TABLE OF CONTENTS**

AZ NAHRO President's Welcome	2
Our Mission	3
State of Officers	4
Conference Highlights	5
Guest Speaker Profiles	6
Sessions At-A-Glance	8-9
Session Descriptions	10-15
Business Review	16-17
Presenter Profiles	18-20
Notes	21-22



## MESSAGE FROM THE PRESIDENT

I want to thank you for attending the 2011 Arizona NAHRO Conference. The theme this Welcome Conference Delegates: year is Blooming in the Desert: Adapting to the New Economy. This theme was generated from discussions surrounding recent federal budget cuts and how we can adapt to what

We are fortunate to live in and experience the beauty of the desert, amid the rocks and looks to be more challenging times. blowing dust, it may seem to some as a barren and desolate place. However, given a closer look, one can find a beautiful flower blooming on a cactus, or see a patch of wildflowers along the side of a highway. Like a barren desert, federal funding cuts appear bleak, but the work we do to help our residents and communities continues nevertheless. We, as housing and community development professionals, will continue to thrive and adapt because our work is not yet done.

This will be my last conference as your Chapter President, and it has been my honor to serve in this capacity. Arizona NAHRO has long been a strong network of great hardworking people who carry out their responsibilities with a smile. I am proud to call you my colleagues and friends. I am excited with the slate of officers that will be presented to you for the 2011-2013 term, and I am confident they will take our chapter to the next

I want to say a special word of thanks to all of you who have contributed to making this another quality and action-packed conference. Board members and Chapter members level. from across the state have spent many hours planning and working behind the scenes. It is this work that often goes unnoticed, but because of it we all get to enjoy the fruits of

Thanks again for joining us for this conference. I hope that you not just enjoy the conference, but that you will gain knowledge, renewed energy, and new friendships. their labor.

Sincerely,

Elizabeth Morales

Elizabeth Morales Chapter President

## **LEARN • SHARE • NETWORK**

#### **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.



## **AZ NAHRO STAFF**

#### **Executive Board Members**

President Elizabeth Morales

Housing Manager

City of Phoenix Housing Department

Housing Manager

City of Phoenix Housing Department

**Program Coordinator** 

Pima County Community Development Department

**Grants Accountant** City of Scottsdale

Past President Liz Chavez

Housing Services Administrator

City of Tempe

#### **Committee Chairpersons**

**Program Coordinator** 

City of Phoenix Housing Department

**FSS Coordinator** 

City of Yuma Housing Authority

Finance ...... Barbara Wallace

Budget Analyst II

City of Phoenix Housing Department

Program Administrator

Gila County Community Services

Maintenance Manuel Reyes

**Building Maintenance** 

City of Phoenix Housing Department

**Executive Assistant** 

Maricopa County Housing Authority

Housing Program Manager AZ Behavioral Health Corporation

**Charles Sullivan** 

**Housing Specialist** 

AZ Behavioral Health Corporation

## **CONFERENCE HIGHLIGHTS**

#### **Annual Business Meeting & Luncheon**

The annual AZ NAHRO Business Meeting will be held during the luncheon on Tuesday, August 2nd. 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 3rd.

## 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 field of finance.

## Blooming In The Desert: Adapting to the New Economy

#### **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.

#### **Vendors**

Our vendors help to make this conference a success. Be sure to visit each display station to receive useful industry information.

- A&H Painting
- Continental Flooring
- HD Supply
- Home Depot
- · Housing Authority Insurance
- · Lindsey Software
- WFN Consulting
- Yardi Systems







### SPECIAL GUESTS



#### KAREN THORESON • PRESIDENT/COO, ALLIANCE FOR INNOVATION

Karen Thoreson is the President/Chief Operating Officer for the Alliance for Innovation, a national non-profit organization which promotes innovation and best practices for local governments. Prior to working for the Alliance, she was Economic Development Director for the city of Glendale, Arizona. She also served as Assistant City Manager of Tucson, overseeing downtown revitalization, and as Director of the Community Services Department, which managed the city's affordable housing programs, human services, and neighborhood revitalization. Ms. Thoreson began her career in local government in Boulder, Colorado and has been a trainer and a speaker on public-private partnerships, community revitalization.

innovation, and strategic planning. She served as national president for the National Association of Housing and Redevelopment Organization from 1999 to 2001; and is currently active in local, state, and national groups.

She has a bachelor's degree from the University of Minnesota and a master's degree in public administration from the University of Northern Colorado.



#### **REBECCA FLANAGAN** • SENIOR MANAGEMENT OFFICIAL, HUD

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.



#### DAVID E. RICHERT • CITY MANAGER, CITY OF SCOTTSDALE

David E. Richert, a former City of Phoenix executive with more than 36 years of experience in municipal management and planning, was appointed Acting City Manager for the City of Scottsdale in December 2009, and appointed permanently to the position in May 2010. Prior to that, David served as the division head of Scottsdale's Planning and Development Services Department beginning in December 2008; with organizational restructuring in June 2009, David assumed responsibility for the Transportation and Neighborhood Divisions as well.

During his career with Phoenix, David spent 32 years in the Planning Department, beginning as a Planner in 1972, becoming Deputy Planning Director in 1985, and moving up to Planning

Director in 1992. David served in that position until 2004, working closely with citizens in Phoenix's Village Planning process, overseeing the development of plans for six strategic growth areas, and leading an update of Phoenix's General Plan. During his tenure as Director, the department's special projects included development of the Phoenician Resort, Kierland Commons, three Pointe projects, Mayo Hospital, the Marriott Hotel at Desert Ridge, and a range of enhancements to the city's zoning codes, such as new parking and "big box" ordinances and impact fee updates. He worked closely with state officials on a number of high profile projects.

From 2005 through the spring of 2008, David was Senior Executive Assistant to the City Manager, overseeing eight departments and city functions. He was responsible for administration of the Phoenix Convention Center, completion of the city's Rio Salado project and coordination of the West Side Revitalization Project. David continued working with State Land Department officials to coordinate acquisition of state lands for Phoenix's Sonoran Preserve and to coordinate infrastructure planning on state lands in the city.

David served as a member of Govenor Jane Hull's Growing Smarter Oversight Council and as a member of the Working Advisory Committee of Govenor Hull's Growing Smarter Commission.

David has a bachelor's in Landscape Architecture from the University of Wisconsin at Madison and a master's in Public Administration from Arizona State University. He also is a graduate of the Program for Senior Executives in State and Local Government at Harvard University's John F. Kennedy School of Government. David is a member of the American Planning Association and the Urban Land Institute.



As the recognized leader in the Arizona building science community, we have been providing training, consulting,

and construction services since 2001. We continue to focus on Our Mission: To provide homeowners and agencies with building science driven solutions that promote energy efficiency, comfort, and improved indoor air quality.

## Our products and services include:

- Providing curriculum development and training on building science principles and weatherization applications, such as BPI, OSHA, along with others.
- Provide consulting, scope development, and mentorship for various agencies.
- Manage work performed under the DOE WAP program for the City of Phoenix, Maricopa, FSL and Tucson Urban League among others.
- Perform advanced diagnostics, efficiency audits, and retro-fits for various single family and multi-family structures in the private and public sector.



## Blooming In The Desert: Adapting to the New Economy

2011 Arizona NAHRO Conference August 2-3, 2011

## SESSIONS AT-A-GLANCE **TUESDAY. AUGUST 2ND**

IOESDAI, AUGUSI ZND						
9:00 - 10:15 A.M.	OPENING CEREMONIES  Karen Thoreson (Alliance for Innovation) • Rebecca Flanagan (HUD) • City of Scottsdale Representative					
	Housing Room: Mohave I	CR&D Room: Paloma III	Finance Room: Paloma I	Prof Dev Room: Mohave II	FSS Room: Paloma II	Maintenance Room: Mohave III
<b>SESSION 1</b> 10:30 - 11:45 A.M.	Waitlists Teresa Torres & Timothy McCarthy HUD Moderator: Michael Cardenas	Introduction to CDBG & HOME Nick Autorina WFN Consulting Moderator: Gloria Soto	NRA and UNA Tracking & Reporting Pete Koziol HUD Moderator: Rob Schweitzer	State Budget Cuts Ted Williams AZ Behavioral Health Moderator: Nicky Stevens	Logic Model and ROSS Grants Margaret Skiffer HUD Moderator: Sandra Ortiz	Dry Wall and Plumbing Ray Ulmer City of Phoenix Moderator: Manuel Reyes
12:00 - 1:15 P.M.	BUSINESS LUNCHEON					
<b>SESSION 2</b> 1:30 - 2:45 P.M.	Improving PH Vacancies: Improving HCV Use of Special Purpose Vouchers  Margaret Skiffer & Teresa Torres HUD Moderator: Kurt Aldinger	CDBG & HOME Subrecipient Monitoring Nick Autorina WFN Consulting Moderator: Gloria Soto	Mixed Finance Projects Raphael Mecham HUD Moderator: Karen Mofford	Agency Collaboration Mike Shore HOM Inc. Moderator: Nicky Stevens	Social Media, Self- Marketing, Building Professional Communities Russel Riter DeVry University Moderator: Sandra Ortiz	Removing the Barriers for Disabled Participants Yolanda Morales YM Creative Resources LLC Moderator: Manuel Reyes
2:45 - 3:15 P.M.			BR	EAK		
<b>SESSION 3</b> 3:15 - 4:30 P.M.	Bed Bugs Michelle Chester & Jackie Ward Maricopa County Environmental Services Moderator: Patricia Campos	CDBG & HOME Subrecipient Monitoring con't.	HCV Forecasting Tool Pete Koziol HUD Moderator: Barbara Wallace	Housing in Our Community Brian Petersen HOM Inc. Moderator: Nicky Stevens	Marketing Accessible Units to the Community Darrell Christenson ABIL Moderator: Sandra Ortiz	Safety Awareness in Facility Maintenance Operations Armando Sapien SCF Moderator: Manuel Reyes
4:30 - 7:00 P.M.	RECEPTION & AWARDS BANQUET					



	Housing Room: Mohave I	CR&D Room: Paloma III	Finance Room: Paloma I	Prof Dev Room: Mohave II	FSS Room: Paloma II	Maintenance Room: Mohave III
<b>SESSION 1</b> 9:00 - 10:15 A.M.	Washington Update Peggy Morales City of Tucson Moderator: Patricia Campos	Effective Internal Monitoring Nick Autorina WFN Consulting Moderator: Gloria Soto	New PHAS Rules Pete Koziol Salem Prouty HUD Moderator: Barbara Wallace	Wellness in the Workplace Tiffany Weiss Bohemian Bliss Life Coaching Moderator: Glenda Nelson	Understanding the Element of Risk in Successful Investing  Jeff Young First Financial Equity Corp  Moderator: Sandra Ortiz	Combustion Safety Training Vincent Pedalinobio AZ Department of Commerce Moderator: Manuel Reyes
10:15 - 10:30 A.M.	BREAK					
<b>SESSION 2</b> 10:30 - 11:45 A.M.	Comparing and Updating PIC & VMS Levon Lamy City of Tucson Moderator: Patricia Campos	Effective Internal Monitoring con't.	Finance Roundtable Deborah Beals City of Tucson	Ethics: The Cookie Jar Brian Petersen HOM Inc. Moderator: Charles Sullivan	FSS Business Meeting Discussion: Moderator: Sandra Ortiz	Combustion Safety Training con't.
12:00 - 1:00 P.M.		NO	N-BUSINESS LUNC	CH & SILENT AUCTI	ON	
<b>SESSION 3</b> 1:15 - 3:30 P.M.	Everything You Ever Wanted to Know about AZ Landlord/Tenant Law Denise Holliday Holliday Law Moderator: Patricia Campos	Fair Housing Nick Autorina WFN Consulting Moderator: Gloria Soto	Hot Topics (Including Project- Based Vouchers) Pete Koziol Salem Prouty HUD Moderator: Theresa Schweitzer	Positive Office Culture Sandra Hollingsworth Biltmore Properties Moderator: Penny Martin	Housing Track: ACC Requirements and Declarations of Trusts  Monica Garcia Raymond Kemp HUD  Moderator: Elizabeth Morales	Public Housing Roundtable: CSS Moderator: Kurt Aldinger
2:30 - 2:45 P.M.	BREAK (Last session will take a break)					



## **SESSION**

#### TUESDAY • SESSION 1 • 10:30 - 11:45 A.M.

	TUESDAY • SESS	SION 1 · 10:30 - 11:45 A.M.
HOUSING	Waitlists Teresa Torres & Timothy McCarthy HUD	HUD Staff will discuss major issues with Public Housing and Housing Choice Voucher waitlists. Topics will include opening and closing waitilists, maintenance, preferences and more. Additionally, HUD staff will review any recent regulatory or statutory changes. The session will include time for Q&A to address specific concerns from conference participants.
CR&D	Introduction to CDBG & HOME Nick Autorina WFN, Inc.	Targeted to entry-level practitioners with limited knowledge of these grant programs, this course compares the similarities and differences between CDBG and HOME. Participants will gain understanding of the types of activities eligible for funding under these grants, qualifications for beneficiaries to be served, required caps and set-asides (such as the public services cap and the CHDO set-aside), and the basic regulatory requirements.
FINANCE	NRA and UNA Tracking & Reporting Pete Koziol HUD	The presentation will review how to accurately track the Net Restricted Assets (NRA) and Unrestricted Net Assets (UNA) accurately. We will also cover how the NRA and UNA relate to VMS submissions, HAP funding, and the Financial Data Schedule (FDS).
PROFESSIONAL DEVELOPMENT	State Budget Cuts Ted Williams AZ Behavioral Health	What are the impacts of the budget cuts to federally funded housing programs? How will the HEARTH Act impact housing programs?
FSS	Logic Model and ROSS Grants: Housing as a Platform for Increasing Quality of Life Margaret Skiffer HUD	Session will discuss how to administer ROSS grants and tips on developing the logic models.
MAINTENANCE	<b>Drywall and Plumbing</b> Ray Ulmer City of Phoenix Housing Department	This session will discuss how to properly install drywall and basic plumbing techniques for most common plumbing problems experienced by housing residents.

## **DESCRIPTIONS**

TUESDAY	7 • SESSION 2 • 1:30 - 2:45 P.M.	
Improving PH Vacancies; Improving HCV use of Special Purpose Vouchers Margaret Skiffer and Teresa Torres HUD	As part of HUD's FY 2010 – 2015 Strategic Plan, the Department set a goal to increase the number of families served through HUD's various affordable rental housing programs to 5.46 million families by the end of FY 2011. To achieve this goal, the Office of Public and Indian Housing has initiated the Public Housing Utilization Improvement Project. HUD staff will speak on the initiative and what steps are being taken to accomplish this task, which include, validating the unit status in PIC, and ensuring all unit status changes have been updated/approved.  Discussion will also include how to improve HCV use of special purpose vouchers such as Family Unification Program and VASH.	HOUSING
CDBG & HOME Subrecipient Monitoring Nick Autorina WFN, Inc.	For practitioners with a mid-level or advanced knowledge of CDBG and HOME programs, this two-part series equips the participant to perform comprehensive subrecipient monitoring. Using HUD's monitoring checklists as a guide, participants will learn how to assess the compliance risk of subrecipients, schedule and conduct on-site monitoring, and properly report monitoring findings. Also covered are effective desk monitoring strategies that enable practitioners to continually monitor subrecipient performance.	CR&D
Mixed Finance Projects Raphael Mecham HUD	What is Mixed Financing? How can it work for you? What are the pitfalls? Is the idea of the PH business paradigm dependent on Mixed Financing?	FINANCE
Agency Collaboration Mike Shore HOM, Inc.	Collaboration isn't just a buzz word when it comes to ending homelessness for our most vulnerable citizens. Housing and supportive service professionals from the non-profit, governmental and private sectors are working together as part of a national campaign to find homes for the most vulnerable and long-term homeless individuals and families in their communities. Join leaders from the Project H3 and 51 Homes initiatives to learn how innovative partnerships and use of existing mainstream resources are changing the way that we address and solve homelessness.	PROFESSIONAL DEVELOPMENT
Social Media, Self-Marketing Building Professional Com- munities Russell Riter DeVry University	It is the human connections that get jobs much more than the "database query" of searching job listings. What is Social Media Marketing and how can we use it to enhance career search and visibility? LinkedIn, Brightfuse, Facebook, Twitter join us to learn how to leverage these sites and build professional networks and communities.	FSS
Removing the Barriers for Disabled Participants Yolanda Morales YM Creative Resources, LLC	The session will address reasonable accommodations for Housing Participants with a physical disability or impairment which substantially limits one of more of the major life activities. Information and details will be provided regarding a process of removing barriers which would preclude reasonable ingress, egress, or use of the housing unit.	MAINTENANCE



**SESSION** 

#### TUESDAY • SESSION 3 • 3:15 - 4:30 P.M.

	TUESDAY • SE	SSION 3 · 3:15 - 4:30 P.M.
HOUSING	<b>Bed Bugs</b> Michelle Chester & Jackie Ward Maricopa County Environmental Services	This presentation will be an overview of the growing problem of bed bugs in Maricopa County and the entire United States. We will focus on the identification of bed bugs and discuss how bed bugs enter into homes and facilities. We will review what precautions we can take to prevent them from entering our homes and facilities. And finally, learn what steps we can take if we find them in our homes and facilities.
CR&D	CDBG & HOME Subrecipient Monitoring continued Nick Autorina WFN, Inc.	For practitioners with a mid-level or advanced knowledge of CDBG and HOME programs, this two-part series equips the participant to perform comprehensive subrecipient monitoring. Using HUD's monitoring checklists as a guide, participants will learn how to assess the compliance risk of subrecipients, schedule and conduct on-site monitoring, and properly report monitoring findings. Also covered are effective desk monitoring strategies that enable practitioners to continually monitor subrecipient performance.
FINANCE	HCV Forecasting Tool Pete Koziol HUD	The presentation will go over the latest version of the 2 year forecasting tool for the Housing Choice Voucher Program. The tool allows you to maximize and stabilize your voucher usage and at the same time assure that you will have adequate reserves at all times.
PROFESSIONAL DEVELOPMENT	Housing in Our Community Brian Petersen HOM, Inc.	This informative session will introduce attendees to various housing programs that operate within our communities and some of the agencies responsible for their operation. Attendees will leave this session with a broader knowledge of housing options available to individuals throughout the community, eligibility criteria, and information about the mission of agencies that operate these programs. Please take the opportunity to expand your industry knowledge and meet some new and wonderful colleagues.
FSS	Marketing Accessible Units to the Community  Darrell Christenson  Arizona Bridge to Independent Living	Come hear about easy, low cost items that can be added to units that enhance and increase accessibility. Also learn how to market accessible units to the community, both for the benefit of landlords/property managers and for the community at large.
JAINTENANCE	Safety Awareness in Facility Maintenance Operations Armando Sapien SCF	The session will cover a variety of common exposures during Facility Maintenance and Repair Operations. This will include the topics of Ladder Safety, Fall Protection, Hazardous Communication, Material Handling, and Slip, Trip, and Fall Prevention. The session will provide an update on the most recent changes in OSHA standards pertaining to fall protection and will help attendees recognize common hazards and address them accordingly to help prevent injuries.

address them accordingly to help prevent injuries.

## **DESCRIPTIONS**

WEDNESDA	AY • SESSION 1 • 9:00 - 10:15 A.M.	
Washington Update Peggy Morales City of Tucson	Come hear the most current information on legislation affecting housing programs. There will also be an opportunity for session attendees to discuss current program issues in a roundtable format.	HOUSING
Effective Internal Monitoring Nick Autorina WFN, Inc.	Designed particularly for program directors, but also applicable to mid-level or advanced practitioners, this two-part series equips the participant to conduct a thorough internal audit of a CDBG or HOME program. Whether preparing for a monitoring visit by HUD or simply looking to identify and correct weaknesses to ensure program compliance, participants in this course will be presented with a battery of questions paired with regulatory citations that can be used to gauge the compliance and effectiveness of their programs.	CR&D
New PHAS Rules Pete Koziol & Salem Prouty HUD	Come hear the latest information available on Public Housing Assessment System (PHAS) scoring rules for rating public housing agencies on the overall administration of their public housing program. The session will cover all components of the PHAS scoring system including Financial, Management, Physical, and Capital Fund.	FINANCE
Wellness in the Workplace Tiffany Weiss Bohemian Bliss Life Coaching	Have you ever had the best of intentions, but self-sabotaged your goals, and your inner sense of peace/well-being, due to the voices in your head? You know the ones: "How could I mess this up again?" "Why does everyone else 'get it' and I don't?" "Why can't I drop that last ten pounds?" You wish the voices would stop, but they are persistent! It just isn't that easy to shut them offuntil now! Join this fun workshop and put an end to the mental mayhem, once and for all! Bring a simple pen and paper. Walk out with the relief of letting go of all that inner wrestling!	PROFESSIONAL DEVELOPMENT
Understanding the Element of Risk in Successful Investing Jeff Young First Financial Equity Corporation	While market forces, economic downturns and financial uncertainties are prevalent in any investor's mindset today, it often is the misunderstanding of risk and the subsequent acting upon (or not, as the case may be) that misunderstanding that often causes the most harm to an investor's long term financial health.  You will walk away with a different attitude regarding your investments and retirement plans once you hear this enlightening and entertaining	FSS
Combustion Safety Training Vincent Pedalinobio Arizona Department of Commerce	presentation on money and the risk that rides along.  This session focuses on basic safety testing of combustion appliances, paying specific attention to appliance drafting under "worst-case" conditions.	MAINTENANCE



## **SESSION**

### **WEDNESDAY** • **SESSION** 2 • **10:30** - **11:45** A.M.

HOUSING	Comparing and Updating PIC & VMS Levon Lamy City of Tucson Community Services	This presentation will be a step by step guide to reconciling the monthly PIC Delinquency report to the monthly VMS reporting.
CR&D	Effective Internal Monitoring continued Nick Autorina WFN, Inc.	Designed particularly for program directors, but also applicable to mid-level or advanced practitioners, this two-part series equips the participant to conduct a thorough internal audit of a CDBG or HOME program. Whether preparing for a monitoring visit by HUD or simply looking to identify and correct weaknesses to ensure program compliance, participants in this course will be presented with a battery of questions paired with regulatory citations that can be used to gauge the compliance and effectiveness of their programs.
FINANCE	Finance Roundtable	Discussion of current events (Federal budget, funding, changing rules, etc.) as they impact the performance of the finance function. A chance to talk with your peers about the questions that you need answered. Also, give your input about needed training over the next year and at next year's conference.
PROFESSIONAL DEVELOPMENT	Ethics: The Cookie Jar Brian Petersen HOM, Inc.	This session will be a current event discussion on the recent string of reported ethical problems facing some Public Housing Authorities in the Country. Discussion will center around best practices, developing ethics and value guidelines, and creating a culture that focuses on these values. Attendees will leave this session better equipped to avoid the pitfalls of unethical behavior.
FSS	FSS Business Meeting	Discussion will include NAHRO Conference, Silent Auction, and Scholarships. This is for FSS Coordinator staff.
MAINTENANCE	Combustion Safety Training Vincent Pedalinobio Arizona Department of Commerce	This session focuses on basic safety testing of combustion appliances, paying specific attention to appliance drafting under "worst-case" conditions.

## **DESCRIPTIONS**

WEDNESD	AY • SESSION 3 • 1:15 - 3:30 P.M.	
Everything you Ever Wanted to Know about AZ Landlord/ Tenant Law Denise Holliday Holliday Law	Come learn both the interworkings of the vast array of landlord tenant statutes, but also how to choose appropriate procedures when facing a landlord tenant issue.	HOUSING
Fair Housing Nick Autorina WFN, Inc.	Over the last two years, HUD has unquestionably stepped up its emphasis on Fair Housing and is holding jurisdictions increasingly accountable for their annual certifications that they "Affirmatively Further Fair Housing". In this course, participants will learn the importance of preparing a thorough and accurate Analysis of Impediments to Fair Housing Choice (AI) and will discuss some of the concrete steps a jurisdiction can take to demonstrate to HUD its commitment to Fair Housing. This course is recommended for representatives of entitlement communities or participating jurisdictions at any level of experience.	CR&D
Hot Topics (incl. Project-based Vouchers) Pete Koziol & Salem Prouty HUD	The presentation will cover the following topics:  Project-based vouchers Assessing Financial Performance of a Housing Authority Financial reporting and audit requirements	FINANCE
Positive Office Culture Sandra Hollingsworth Biltmore Properties	This session is designed to assist staff with team building and developing a productive, enthusiastic and energetic office atmosphere which enhances staff retention. Search within your organization and discover your staff's hidden talents.	PROFESSIONAL DEVELOPMENT
Housing Track: ACC Requirements and Declarations of Trusts Monica Garcia and Raymond Kemp HUD	Join FSS coordinators from around the state in a discussion of 2012's Silent Auction, Scholarships, Poster Contest, and other FSS related matters. At this session compare the similarities and differences in FSS case management, gain innovative ideas regarding best practices, learn techniques in moving families from hopelessness into complete self-sufficiency. This is a fun-filled, interactive, learning session.	HOUSING
Public Housing Roundtable: CSS	Community Service Tracking and Compliance? EID got you down? Confused by Project Based Management? Got great ideas to share? Come discuss Public Housing issues with your Public Housing peers. This Round Table Discussion will focus on the issues you want addressed, so come with questions and ideas!	HOUSING



### **BUSINESS REVIEW**

#### **2011 ANNUAL BUSINESS MEETING**

#### Tuesday, August 2nd 12noon

Chaparral Suites Resort Scottsdale 5001 North Scottsdale Road Scottsdale, AZ 85250

#### **TOPIC**

- Welcome
   Elizabeth Morales, President
- 2. Introduction of Board Members Elizabeth Morales, President
- 3. Approval of 2010 Business Meeting Minutes Gloria Soto, Secretary
- 4. Treasurer's Report
  Theresa Schweitzer, Treasurer
- 5. State of the Chapter Report Elizabeth Morales, President
- 6. Election of 2011/12 Officers Elizabeth Morales, President
- 7. New Business Membership
- 8. Adjournment Elizabeth Morales, President

#### **AZ NAHRO 2010-2011 YEAR IN REVIEW**

#### **ACCOMPLISHMENTS**

#### **Legislative Priorities for Arizona NAHRO**

Arizona NAHRO and Arizona AHADA drafted the Arizona Legislative Priorities Paper. Liz Chavez, City of Tempe and AZ NAHRO Past President 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 2011.

#### Newsletter

Communication is always important to the membership to share events and upcoming trainings.

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

At the 2010 Conference Arizona NAHRO held the annual "What Home Means to Me" poster contest. We received several entries and selected three winners, awarding them each with a \$50 savings bond.

#### **2010 EVENTS AND TRAININGS**

#### **NAHRO** Housing Roundtable

The Housing Committee held a roundtable in Phoenix March 24 and Flagstaff April 18th. Discussion included:

- · Medical Marijuana
- · Recent PIH Notices
- Moves with Continued Assistance

## Nan McKay Quality Control Program Integrity and SEMAP

The Housing Committee brought this valuable training to AZ NAHRO members on July 20 & 21st in Phoenix, AZ. 25 attended this two-day training.

## 2011/2012 SLATE OF OFFICERS

- President ......Deborah Beals, City of Flagstaff
- Sr. Vice President......Theresa Schweitzer, City of Scottsdale
- Treasurer ......Karen Mofford, Maricopa County
- Secretary.....Jenese Bojorquez, Peoria-Maricopa County







#### ANNUAL BUSINESS MEETING

Tuesday, August 10, 2010 12:00 P.M.

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

#### MINUTES

#### Agenda Item #

#### **Topic/Notes**

#### 1 Welcome and Introduction

President Elizabeth Morales welcomed and thanked everyone for attending the conference, and introduced the board members.

Liz Morales recognized and thanked our vendors: Continental Flooring, HD Supply, Home Depot, Housing Authority Insurance Group, Lindsey Software, Parsons-3D-1, and Yardi. In addition, Liz Morales also thanked the agencies that each board member represents.

Liz also congratulated all the new members and asked them to stand up and be noticed.

Liz Morales introduced our speaker, Patrick Ibarra, co-founder and partner of the Mejorando Group.

#### 2 Approval of Minutes from the annual business meeting held on July 12, 2008

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. Nickey Stevens made the motion to accept and seconded by Sandra Nunez. Motion carried with a unanimous decision.

#### 3 Financial Update

#### A Treasurer's Report for December 2009

The book balances for December 31, 2009 are:
Checking - \$25,251.97 Investment Account - \$11,890.53 CD - \$10,936.39

Theresa Schweitzer presented the Treasurer's Report to all the members and reviewed the budget.

Motion by Connie Treloar and seconded by Patricia Campos to accept the Treasurer's Report. Motion carried with a unanimous decision.

#### 4 State of the Chapter Report

Liz Morales presented the 2009-2010 Year in Review including the accomplishments, poster contest, events and trainings conducted for the year, etc.

#### 5 New Business

Liz Morales mentioned that there are vacancies in some of the committees. If anyone interested complete the interest form and submit it to the Reception area.

#### 6 Adjournment

Motion by Angela Duncan to adjourn the meeting and seconded by Theresa Schweitzer. Motion carried with a unanimous decision.

Respectively submitted by Gloria Soto, Secretary

Elizabeth Morales (ABC), President ◆ Angela Duncan, Senior Vice-President ◆ Gloria Soto (Pima County), Secretary ◆ Theresa Schweitzer (Scottsdale), Treasurer ◆ Liz Chavez (Tempe), Past President



### PRESENTER PROFILES

#### **NICK AUTORINA**

WFN, INC.

Nick Autorina is the President of WFN, Inc., an Atlanta, Georgia based boutique consulting firm that specializes in the implementation and management of HUD Grant Programs.

Nick has worked in multiple HUD Entitlement Communities in various management roles and is currently in a Senior Executive role as the Managing Director for the Cobb County CDBG Program Office located in Marietta, Georgia. Along with his executive management responsibilities, Nick oversees WFN's Business Development Team where he is actively involved in assessing client needs and preparing solutions to diverse topics such as Consolidated Planning, Analysis of Impediments to Fair Housing [A.I.], - Organizational Behavior, Strategic Planning, Organizational Structure, and overall Programmatic knowledge as it relates to HUD programs. Prior to joining to W. Frank Newton, Inc. [WFN, Inc.], Nick worked for the State of Georgia and the Augusta-Richmond County [ARC] Georgia consolidated government as a Program Coordinator for HUD activities.

In addition to both a B.S. and an M.B.A., Nick holds a J.D. from Taft University.

#### **MICHELLE CHESTER**

MARICOPA COUNTY ENVIRONMENTAL SERVICES

Michelle Chester has been a registered sanitarian with Maricopa County for 9 years. Michelle was a field inspector conducting food inspections in the western portion of Maricopa County for 4 years, and has been a training officer for 5 years. In this position, she is involved with training in food, swimming pools, vector, and solid waste inspections. She is a member of the Arizona Environmental Health Association and the National Environmental Health Association.

#### DARRELL CHRISTENSON

ARIZONA BRIDGE TO INDEPENDENT LIVING

Darrel Christenson has been the Director of Community Integration for Arizona Bridge to Independent Living (ABIL) for 12 years. Programs under Darrel's direction include: Empowering Youth with Disabilities into Adulthood, Early Intervention, Reintegration of Young Adults from Nursing Homes to Community, Community Living Options, Home Modification, Information & Referral, Independent Living Skills Training, Socialization Through Recreation and Americans with Disabilities Act Services. Both his life-long experiences as a person with both a physical and sensory disability and as a person with a graduate degree in Guidance & Counseling from the University of Wisconsin – Stout, have given him the experience and knowledge to assist persons with disabilities adjust to life with a disability.

#### **MONICA GARCIA**

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Monica Garcia is currently the Attorney-Advisor, her primary responsibility is providing transactional work for the Phoenix Multifamily Program Center. She also handles legal matters pertaining to the Community Planning and Development office, arbitration and administrative law, as well as general assistance to the Public Housing Program Center and Single Family staff outstationed in the Phoenix Office. Ms. Garcia received her law degree from the Arizona State University Sandra Day O'Conner College of Law in 2002, with a specialty in Indian Law and is an inductee into the Order of the Barristers. She earned a Bachelors of Arts degree in Communication specializing in Broadcast Management from the University of New Mexico.

#### **DENISE HOLLIDAY**

HOLLIDAY LAW

Focusing her practice on Landlord Tenant Law for the past 15 years, Denise is a learned scholar of Arizona residential and commercial law. Denise practices in Maricopa and Pinal County and is a pro tem Judge in both Justice Court and Superior Court. She combines her legal knowledge with her training as an educator to present a detailed, but easy to understand, analysis of the law and procedures necessary to effectively manage real estate.

#### **SANDRA HOLLINGSWORTH**

BILTMORE PROPERTIES, INC.

Sandra Hollingsworth is a Real Estate Professional who has over thirty years of property management experience. She has worked with Biltmore Properties, Inc. for the past twenty five years. She currently supervises twelve project-based Section 8 apartment communities (322 units) and is the Housing Administrator for two housing Programs servicing individuals with serious mental illness as they transition from homelessness to housing (734 participants). Sandra and Biltmore Properties, Inc. have been servicing individuals with special needs for more than three decades. Her Professional Designations are: Arizona Real Estate Broker, National Assisted Housing Professional-Executive (NAHP-E), Housing Credit Certified Professional (HCCP) for the Low Income Housing Tax Credit Program, Licensed Foster Care Provider, Licensed Insurance Agent. Ms. Hollingsworth is actively involved in the community. She has served on many committees at First Institutional Baptist Church. She has served as Secretary and Vice Chair on the Board of Directors of FIBCO Family Services. Sandra has a passion for making a difference in the community and in the lives of others.

#### **RAYMOND KEMP**

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Raymond Kemp has been the chief legal adviser for HUD in Arizona since 1981. He is a graduate of Xavier University and the University of Cincinnati College of Law.

#### **PETE KOZIOL**

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Pete Koziol has worked for U.S. Department of Housing and Urban Development for 26 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 housing to those in need. Pete has a Bachelor of Science degree from Arizona State University.

#### **LEVON LAMY**

CITY OF TUCSON COMMUNITY SERVICES

Levon has a Masters in Business Administration and Bachelors in Accounting. Levon's work experience has been completely in the accounting field including retail accounting, public accounting and now governmental accounting. Levon has worked with the City of Tucson's Section 8 program for the last two and a half years as a senior accountant.

#### **TIMOTHY MCCARTHY**

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Tim McCarthy recently joined the Phoenix Office of Public Housing as a Program Analyst. Previously, he worked in the Office of Strategic Planning for HUD as a Presidential Management Fellow. Prior to working for the Federal Government, Tim worked in finance for Sony Music and Atlantic Records. Tim received an MBA from Arizona State University and a B.S. in economics from the Wharton School of Business at the University of Pennsylvania.

#### **RAFAEL MECHAM**

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Rafale Mecham has been with HUD for 31 years, 25 years as Southwest Office of Native American Programs Administrator, 1 year Field Office Director in Reno, NV. USMC veteran (Fight Officer), BS & MA Brigham Young University, Born and raised Aspen, CO, lived in valley 30 years. Former developer and general contractor in Utah and Colorado (12 years).

## PRESENTER PROFILES

#### **PEGGY MORALES**

CITY OF TUCSON

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 is 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.

#### **YOLANDA MORALES**

YM CREATIVE RESOURCES, LLC

Yolanda Morales coordinated and facilitated programs for the City of Phoenix which directly impacted and improved the quality of life for seniors, disabled community members and families experiencing overwhelming hardships. Yolanda Morales oversaw disability modifications construction projects for city of Phoenix replacement houses while ensuring the participant's well being as they transitioned to their new house and community.

#### **VINCENT PEDALINOBIO**

ARIZONA DEPARTMENT OF COMMERCE

Vincent graduated from R.S.I. (Refrigeration School) in 1995 where he majored in Electrical and Mechanical Technology. Additionally he is a certified universal Refrigerant Technician. Responsibilities include direct supervision of in-house repair technicians, coordination of all work orders, maintaining contractual compliance for Weatherization work orders. Vincent also is the qualifying party for the FSL Home Improvements HVAC Contractor License. His qualifications include HVAC sales, service, maintenance and repair/replacement of residential heating and cooling equipment. Vincent is knowledgeable in all areas of general home repair including minor electrical, plumbing and general carpentry. He holds several certifications to include the Universal Certification in Refrigerant, Air Balancing, and is a certified CO Analyst. Vincent is currently the Lead Trainer for the Arizona Department of Commerce's Southwest Weatherization Training Center. He has helped to develop training curriculum for the State and has been instrumental in training many of the Weatherization providers in Arizona.

#### **BRIAN PETERSEN**

HOM, INC.

Brian Petersen works for HOM, Inc. as the Operations Manager. He has been a housing professional for 12 years, starting in property management before working with HOM, Inc. for the past 10 years. Brian has been a licensed Real Estate Agent since 1999. He completed his Bachelor of Arts Degree from Ottawa University in 2005 and followed up with a Master in Business Administration in 2010.

#### **SALEM PROUTY**

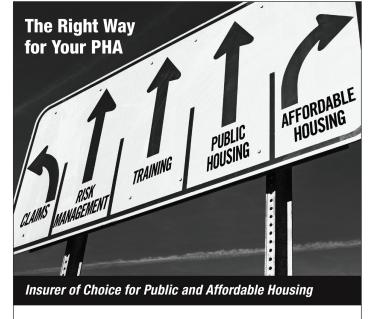
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Salem Prouty is a General Engineer with HUD and oversees the maintenance/modernization aspects related to the Public Housing program, and he is also the Assistant PIC Coach.

#### **RUSSELL RITER**

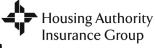
**DEVRY UNIVERSITY** 

Russell Riter has more than 20 years of experience in business development, marketing, staffing, business consulting, and financial services in both for profit and not for profit sectors. He is an open networker currently working in education management. Russell also takes an active role in the community by serving as Vice President and Fundraising Chair for Arizona Friends of Foster Children Foundation.



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#### **ARMANDO SAPIEN**

SC

A native of Silver City, New Mexico, Armando has been involved in varying roles of safety first in Residential Home Construction for five years, then in Utility Construction for seven years. He moved to the valley 11 years ago where he served as the Safety/Quality Director for Poore Brothers Potato Chips for four years. He has been working for SCF for an additional six years as a Loss Control Consultant and works with larger policyholders helping to develop and enhance risk management practices to prevent injuries and minimize exposures.

#### **MIKE SHORE**

HOM, INC.

Michael Shore is CEO of HOM, Inc., Arizona's leading provider of Permanent Supportive Housing solutions for homeless and special needs populations. HOM, Inc. manages approximately 1,200 permanent supportive housing vouchers throughout Maricopa County on behalf of Arizona Behavioral Health Corporation. HOM, Inc. also contracts with the Arizona Department of Housing, City of Phoenix Housing Department and City of Scottsdale Housing Authority to perform other services including HQS Inspections and Hearing Officer review services. Mike is also a member of the Board of Directors for the Arizona Coalition to End Homelessness and assists in coordination of Project H3 – Home, Health, Hope, Maricopa County's 100,000 Homes Campaign initiative.



### PRESENTER PROFILES

#### **MARGARET SKIFFER**

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Margaret Skiffer has a long career in public service. In her most recent position, starting in April 2003, Margaret joined the Office of Public Housing's Phoenix Program Center as a Public Housing Revitalization Specialist, where she has managed a portfolio of the Housing Authorities in Arizona providing compliance monitoring and technical assistance in the Public Housing and Housing Choice Voucher Programs. Evaluates and conducts program compliance monitoring in the areas of Public Housing Asset Management, Rental Housing Integrity Improvement Project (RHIIP/RIM), trouble agency recovery, homeownership, American Recovery and Reinvestment Act, and HOPE VI (including Mixed Finance), PH 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.

#### **TERESA TORRES**

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Teresa Torres has been a HUD employee for 13 years. She has worked in the departments of Multi-family, Indian Programs and for the past 3 years in Public Housing. She has been in the housing industry for the past 28 years and has worked as a caseworker and inspector.

#### **JACKIE WARD**

MARICOPA COUNTY ENVIRONMENTAL SERVICES

Jackie Ward has been a registered Sanitarian for over 19 years and began her career in Ohio. In 2009 she moved to Phoenix and was hired by Maricopa County as a Field Inspector in central Phoenix. Jackie took a position for a year in the Plan Review section and in April of 2011 became a Training Officer for the department. In this position, she is involved with training staff in all areas of environmental health and providing educational training to the public. Jackie is a member of the Arizona Environmental Health Association and the National Environmental Health Association.

#### **TIFFANY WEISS**

BOHEMIAN BLISS LIFE COACHING

Tiffany Weiss 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 led 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 Chibuahua

#### **TED WILLIAMS**

ARIZONA BEHAVIORAL HEALTH CORPORATION

Mr. Williams has lived in Arizona for forty years. He currently is the President/CEO of the Arizona Behavioral Health Corporation and Arizona Foundation for Behavioral Health. He holds Engineering and Law degrees. Mr. Williams has worked for six Governors in positions ranging from a Special Assistant to the Governor to the Director of Arizona Department of Health Services and Deputy Director of the Arizona Department of Transportation. His membership in various organizations include; Arizona Coalition for Tomorrow, Direct Medical Group, North Phoenix Vision of Hope, The Sudanese Education Foundation, Maricopa Consumers Advocates and Providers and Arizona Senior Olympics.

#### **JEFF YOUNG**

FIRST FINANCIAL EQUITY CORP

Jeff C. Young is a Senior Vice President with First Financial Equity Corporation in Scottsdale, Arizona. He has been a Financial Advisor and Investment Planner since 1982. As a nationally known public speaker, Jeff is frequently asked to keynote conferences with his motivational, insightful and humorous presentations. Jeff is a retired Lieutenant Colonel in the U.S. Army Reserves and a former member of the Board of Directors for the Arizona Multihousing Association.

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Program Book layout and graphic design

**Janet Belfield, Housing Authority of Maricopa County** Vendor Coordinator

**Julie Bosshart, City of Phoenix** 

Silent Auction Coordinator

Norma Martinez & Julie Bosshart, City of Phoenix Poster Contest Coordination

**Kurt Knutson, City of Chandler** 

AHADA/NAHRO Awards

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



## Blooming In The Desert:

Adapting to the New Economy

2011 Arizona NAHRO Conference August 2-3, 2011



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