



ARIZONA CHAPTER  
National Association of Housing  
and Redevelopment Officials



# TAPPING INTO THE POWER OF PARTNERSHIPS



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AZNAHRO ANNUAL CONFERENCE  
August 19-20, 2015  
Arizona Grand Resort and Spa  
Phoenix, Arizona

# The Must-Have Amenity

- 7 out of 10 Maricopa County renters would prefer to live in a smoke-free community
- The average smoking-related cost per multi-family unit is nearly \$5,000
- Fires caused by cigarettes result in hundreds of millions in damages, and cause death and injury.



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A BIG "THANK YOU" TO OUR 2015 SPONSORS,  
AND ALL OF OUR CONFERENCE VOLUNTEERS!

This is the fourth conference I have presided over, and it has been a bit of a rollercoaster with all of the Federal budget cuts we have faced in these four years. It seems to have gone by fast, and yet so much has changed. AZNAHRO is facing increasing challenges in filling up our committees. This puts stress on the entire organization, as too much is falling on too few shoulders. With our new slate of officers and several new committee leaders stepping up to the plate, we are reaching new momentum in getting staffed up again. In the coming year, we plan to continue offering training and information that is relevant to our members. We hope that you will join a committee and help keep AZNAHRO strong and vibrant.

This year's conference is focusing on partnerships. Who does AZNAHRO partner with? For a start, with you. Our mission is to provide training, information and advocacy on behalf of our members. Take a look at the list below and you can see what we did in this past year. We have actively teamed up with National NAHRO, Casterline & Associates, AHADA, PSWRC Region of NAHRO, and other advocacy agencies. Look at the presenters for this year's conference, and you will see agencies like Arizona Smoke-free Living, AZ Housing Alliance, Valley of the Sun United Way, vendors like Centennial Contractors, Gilson Software, and many housing agencies and cities providing expertise for our sessions. In the next year, we look forward to continuing these partnerships, and adding to them as we continue to strive to bring relevant training and round table discussions to the state.

## 2014-2015 AZNAHRO ACTIVITIES

**September 2014: 2014 Annual Conference** - 121 Members attended one jam-packed day of information sessions and networking.

**September 2014:** Partnered with Casterline & Associates to offer "Advanced PHA Budgeting, Accounting and Financial Reporting" at a reduced registration fee; 27 attended this 2 day seminar immediately prior to the conference.

**January 2015:** Partnered with National NAHRO trainers to bring their "Public Housing Manager Seminar and Certification Exam" to Phoenix. Forty people attended this 4 day training session, saving money on the reduced registration fee and on travel.

**March 2015:** Partnered with AHADA to write our 2015 Legislative Paper. President Deborah Beals, Past President Liz Morales, Board Member Peggy Morales and Member Dan Trozzi attended the NAHRO Washington Conference and presented the AZNAHRO 2015 Legislative Paper to many of our elected members of the House of Representatives.

**April 2015:** Partnered with Property Management Officials to get the word out about their one day seminar on Smoke Free Housing.

**April 2015:** Partnered with Casterline & Associates to bring “The Nuts & Bolts of Accounting” to Phoenix at a reduced cost. Thirteen people attended this session.

**May 2015:** PSWRC Regional Conference. President Beals represented AZNAHRO at the Pacific Southwest Regional Conference and PSWRC board meeting.

**July 2015:** Partnered with NAHRO to bring their “HCV & Public Housing Rent Calculation” class to Phoenix. This session was attended by 19 people, whose agencies saved money due to the reduced registration fee and central location in Phoenix.

**August 2015:** We are back to our annual conference! As of August 10, 134 people are registered. We are back up to a two-day conference and excited to be at a really fabulous property for the event. AND, we have added back in a fun evening reception.

In addition to these activities, we have kept up an active web site, which includes links to interesting related web sites. We listed about 15 job announcements on the site, helping members advance their careers and Agencies fill vacancies. We plan to continue to reach out to members via the website, email blasts and our new Twitter account.

In closing, I would like to thank AZNAHRO for providing me with the opportunity to have served as President for the past four years. It has been invigorating, challenging, fun, demanding, frustrating and above all rewarding. It has been a pleasure and an honor. I look forward to serving as Past President; in this role I hope to help AZNAHRO continue to rebuild committee membership and provide training opportunities for our members. As always, thanks for your membership and participation at this conference.

Sincerely,

*Deborah Beals*





## CONGRESSMAN RUBEN GALLEGO

Representing Arizona's 7th District

Congressman Ruben Gallego is the son of Hispanic immigrants, a veteran, and a community leader. He was the first in his family to attend college, graduating from Harvard University with a degree in International Relations. He later joined the Marine Corps, serving in Iraq with the well-known combat unit Lima 3/25. As a Marine, community leader, and elected official in the

Arizona House of Representatives, Congressman Gallego has always been motivated by the same thing - a real appreciation of what families in Arizona are going through and a desire to help improve their lives.

Congressman Gallego was elected to the Arizona House of Representatives in 2010, and served until 2014. He represented District 27, which covers much of South Phoenix. He rose quickly in the state legislature, serving as Assistant Minority Leader. Congressman Gallego became known for his tough stand against extreme legislation pushed by Republicans in the state legislature - most recently leading the opposition to the discriminatory SB 1062, resulting in Governor Jan Brewer's veto. Congressman Gallego's other main accomplishments as a legislator include, leading the push for Medicaid Expansion and securing in-state tuition for veterans.

Congressman Gallego is focused on tackling issues like income inequality, the cost of higher education, immigration reform and campaign finance reform. These issues are going to require solutions from a fresh generation of leaders, and Congressman Gallego hopes to help lead that movement in Congress.

Congressman Gallego was named one of Phoenix's 40 leaders under the age of 40 by the Phoenix Business Journal. Congressman Gallego was also named one of Chicanos Por La Causa's 40 under 40 most influential Hispanic leaders. Additionally, Congressman Gallego has served on Blue Ribbon Commissions for veterans' issues.

Congressman Gallego currently serves on the House Armed Services Committee and Natural Resources Committee.

Congressman Gallego and his wife Kate live in South Mountain.



**SAUL RAMIREZ**  
CEO, National NAHRO

Mr. Ramirez brings a great deal of housing and community development experience to us. He came to NAHRO from Greystone and Co., a leading financial services and trading company located in New York City that provides debt and equity financing for the development, rehabilitation, acquisition and refinancing of multi-family and economic development projects.



He served as HUD's Deputy Secretary from 1998 to January 2001. He also served as HUD's Assistant Secretary of Community Planning and Development in 1997-1998. Prior to his tenure at HUD, he was Mayor of the City of Laredo from 1990-1997. He used housing and community development programs as tools to encourage the major growth and development of Laredo. He was a city council member in Laredo from 1982-90. Mr. Ramirez served as a member of the Obama Admiration Transition Team for HUD in 2012.

Mr. Ramirez has 20 years experience as an insurance industry executive in Texas and served as a Board member of the Texas Municipal League Inter-government Risk Pool with \$350 million in assets.

In addition to being the NAHRO CEO, Mr. Ramirez serves on the Board of Directors of the National Housing Conference, the National Center for Healthy Housing and Good360 one of Forbes' Top 10 Most Efficient Charities in the nation. It serves a network of 40,000 pre-qualified charities that help 100 million people annually by distributing \$300 million in critical goods each year in partnership with hundreds of companies, including 125 on the Fortune 500 list.

SEPTEMBER 14, 2014

8:00 A.M.  
El Zaribah Shrine  
Phoenix, AZ



**1. Welcome and Introduction:**

President Deborah Beals welcomed and thanked everyone for attending the conference, and introduced the board members. She also acknowledged and thanked our vendors: Casterline & Associates, Continental Flooring, Gilson Software, K&K Chemical, Housing Authority Insurance Group, Moen, Nan McKay and Smart Burner.

**2. Approval of Minutes:**

President Beals asked members to review minutes from last year's Annual Business Meeting on page 9 of the program. No comments or questions were received from the floor. Nicky Stevens moved that the minutes be accepted as submitted. Peggy Morales seconded the motion, and it was approved unanimously.

**3. Treasurer's Report:**

President Beals referred members to the financial report on page 10 of the program. Ms. Beals reported a loss of \$4,799 for the year. The loss was primarily due to the board's decision to set registration fees for the conference at a low rate to encourage participation, in light of the difficult Federal budget situation. Liz Morales moved that we accept the report as submitted. Michelle Banks seconded the motion. The motion passed unanimously.

**4. State of the Chapter:**

President Beals reported that the chapter activities for the year, including Family Self Sufficiency Conferences, Housing and Finance training sessions, and the conference.

**5. Adjournment:**

There being no further business, it was moved by Valerie Mitchell and seconded by Liz Morales to adjourn the meeting, The motion carried unanimously.

*Respectfully submitted, Deborah Beals, President AZNAHRO*

**Arizona Chapter of NAHRO  
Statement of Income and Expenditures**

<i>Description</i>	Accrual 12 Months Ended
	<b>\$42,004</b>
<b>Revenues:</b>	
<b>Conference Revenues:</b>	
Conference Fees	\$12,860
Vendor Fees	\$1,275
<b>Total Conference Revenue</b>	<b>\$14,135</b>
<b>Other Revenues:</b>	
Member Dues	\$6,610
Interest earned	\$0
Fund Raising for Res Scholarship (Silent Auction, Balloon Pop, 50/50)	\$705
Training	\$0
Finance Training	\$11,100
<b>Total Other Revenue</b>	<b>\$18,415</b>
<b>FSSA Revenues</b>	<b>\$4,000</b>
<b>Total Revenues</b>	<b>\$36,550</b>
<b>Expenditures:</b>	
<b>Conference Expenditures:</b>	
Conference Fee to venue for 2014	\$12,067
Conference Keynote and Trainers	\$2,430
Conference Planner	\$2,000
Conference Supplies	\$2,486
Award Plaques	\$341
Conference Printing	\$570
<b>Sub-Total conference Expenditures</b>	<b>\$19,893</b>
<b>Travel</b>	
Legislative Conf. Exp. (travel)	\$0
PSWRC - Spring Conference	\$1,303
<b>Sub-Total Administrative Expenditures</b>	<b>\$1,303</b>
<b>Training</b>	
Finance Training	\$9,479
<b>Sub-Total Training Expenditures</b>	<b>\$9,479</b>
<b>Committee Expenditures</b>	
FSS Conference and Poster Contest	\$476
<b>Administrative and Office Expenditures</b>	
Web Site	\$540
PayPal Fees	\$571
<b>Sub-Total Administrative Expenditures</b>	<b>\$1,111</b>
<b>Resident Scholarships</b>	<b>\$2,000</b>
<b>FSSA Expenditures</b>	<b>\$4,848</b>
<b>Board Related Expenditures</b>	<b>\$0</b>
<b>Total Expenses</b>	<b>\$39,111</b>
<b>Income/(loss)</b>	<b>-\$2,561</b>

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## ACRYLIC BATH TUBS & SHOWERS FOR TODAY'S AFFORDABLE HOUSING

Steve Palmatier, Bath Fitter

This presentation will provide attendants with an understanding of the uses and benefits of Acrylic Products in the wet areas of the bathroom. It is the same program which is AIA CES Approved (American Institute of Architects) providing architects with one LU credit of continuing education.

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## HOUSING CHOICE VOUCHER ADMINISTRATIVE FEE STUDY

Peggy Morales, PH Enterprises  
Saul Ramirez, NAHRO

This Spring, HUD released its proposed administrative fee formula for the Housing Choice Voucher Program. This session will include a discussion about the study and its impact on HA's. HUD will have published each HA's actual formula results, so this can be addressed.

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## AZ SENATE BILL 1185 PANEL DISCUSSION

Peggy Morales, PH Enterprises  
Denise Holliday, Hull, Holliday & Holliday, PLC

SB 1185 permits the removal of a guest who knowingly remains on the premises without permission of the tenant or landlord. The Landlord Tenant Act regulates the relationship between a landlord and a tenant and is the statutory system that governs most persons who reside in rental housing in the state of Arizona. The Landlords may adopt rules or regulations regarding a tenant's use or occupancy of the premises. How does the new Law affect your assisted housing programs?

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## BEHAVIORIAL HEALTH HOUSING SUPPORT SERVICES

Michael Franczak, Marc Community Resources

A description of the behavioral health services available in Arizona and how to access them. What services and supports are needed to ensure that the individual receives the housing supports that are necessary for success?



## **BUILDING STRONG LANDLORD RELATIONSHIPS**

Brian Petersen, HOM, Inc.

This session will discuss the basic expectations of the rental community. Attendees will learn strategies to help meet landlord's expectations through eviction prevention, response to lease violations, program education, and customer service.

---

## **CDBG ECONOMIC DEVELOPMENT ACTIVITIES: AN OVERVIEW**

Constance Bachman, City of Mesa Housing & Community Development

Get an overview of how Community Development Block Grant (CDBG) funds can be utilized for job creation/retention. This session will provide examples of eligible activities and discuss the public benefit requirements associated with Economic Development projects, as well as documentation and record-keeping.

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## **CHANGE IS IN THE AIR: SMOKE-FREE HOUSING**

Mary Kurth, American Lung Association

William Emerson, City of Phoenix Housing Department

Transitioning multi-family communities to smoke-free is a national trend. This presentation will help participants understand the many benefits and why so many communities are adopting smoke-free policies. The presenters will also discuss the steps to going smoke-free, enforcement, and a wide range of resources available at no charge.

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## **EIV TIPS AND ROUND TABLE**

Kurt Aldinger, City of Flagstaff Housing Authority

Tracey French, City of Flagstaff Housing Authority

Come to this interesting and fast-paced session with your questions! Tips for reconciling the file level reports as well as quarterly reports. There will be plenty of time for Q&A.

---

## **FAIR HOUSING BASICS**

Stanko Zovko, Southwest Fair Housing Council

This session will cover the basics of fair housing, who it protects, and how it is enforced. This session will provide information on issues that commonly occur at the property level and how to navigate disability law.

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## **FAIR HOUSING FOR MAINTENANCE PROFESSIONALS AND INSPECTORS**

Dennis Newburn, City of Mesa Housing & Community Development

A general overview of what maintenance professionals should know about Fair Housing laws and what can happen to your company or organization if a fair housing complaint is filed. Especially if the maintenance professional has never had any fair housing training.

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## **FINANCE ROUND TABLE**

Deborah Beals, City of Flagstaff Housing Authority

Finance Pros - This session is for YOU! Come ready to throw out your questions and discuss how other agencies are solving budget and finance issues. AZNAHRO is looking to revitalize its Finance Committee. The committee is responsible for tapping into membership to decide what training needs AZNAHRO can meet, and for scheduling these training sessions. Typically, we host at least one professional training course during the year and schedule finance-related sessions for the annual conference.

---

## **FINANCIAL COACHING: TALKING TO CLIENTS ABOUT FINANCES**

Charlie Boyce, Valley of the Sun United Way

Cheryln Strong, Valley of the Sun United Way

This session will provide an overview on Financial Coaching and allow participants an opportunity to test a few financial coaching tools they can use with their clients. Financial Coaches work with individuals as they move to financial self-sufficiency. Coaching is designed to create short-term results as well as to build the long-term capability of clients, leaving them more resourceful for the future. Valley of the Sun United Way's Financial Coaching Training is an intensive, interactive, hands-on training that assists participants to develop coaching competencies and a deeper understanding of financial content, and allows participants to develop coaching skills and gain the knowledge and tools they need to easily integrate financial coaching into their daily work with clients.

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## FRAMING HOME

Val Iverson, AZ Housing Alliance

In this interactive session you will learn from a decade of research about values-based messaging and how to frame our conversations about Home so that we received the funding and support needed for affordable housing in Arizona.

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## GENERAL SAFETY IN THE WORKPLACE

Javier Cano, Centennial Contractors

Jeff Wells, Centennial Contractors

It is very easy to be caught up in everyday activities or even become complacent with them. Have you ever really assessed your workplace?

Are you able to recognize hazards and know how to eliminate them?

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## HOUSING BASED CASE MANAGEMENT

Chela Schuster, UMOM

Cherie Conte, UMOM

This session will discuss how UMOM (United Methodist Outreach Ministries) conducts home based case management services for clients in our Rapid Rehousing and Permanent Supportive Housing Programs. We will explain the resources provided to clients and to housing providers while clients are connected to UMOM services.

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## HOUSING ROUND TABLE

Liz Morales, City of Mesa Housing & Community Development

This discussion based forum is for Public Housing and Section 8 practitioners to share ideas and discuss solutions for our common problems. Bring ideas and questions!

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## **HOW TECHNOLOGY AND CALL CENTER SERVICES CAN IMPROVE RESIDENT SERVICES**

Matt Gilson, Gilson Software

This session will provide housing staff a real live review of how today's Mobile and Voice Technology can be integrated to create a Call Center that can improve service to residents and other Housing Authority partners. Topics will include: Reducing hold times; Eliminating functions of printing, data entry, and more; Accessing important information directly on smart phones or tablet devices; and Reducing travel time.

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## **HUD FINANCIAL REPORTING: PUBLIC HOUSING**

Pete Koziol, HUD

This session is designed for finance professionals, and Section 8/Public Housing management. The second session will wrap up any unfinished items from Part 1 and move on Public Housing Issues. Topics covered will include Audit Requirements, Operating Subsidy issues, the Financial Data Schedule, and the Public Housing Assessment System (PHAS).

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## **HUD FINANCIAL REPORTING: SECTION 8**

Pete Koziol, HUD

This session is designed for finance professionals and Section 8 management. The session will focus on VMS reporting, the Two Year Forecast Tool (for HCV leasing), Calculation of Net Restricted Assets, HUD Held Reserve Releases, and Admin Fees. The session is continued in the same room after lunch.

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## **HUD HOT TOPICS: LATEST WORD ON HOUSING REGS**

Marta Duron, HUD

Margaret Skiffer, HUD

HUD Hot Topics will discuss the latest Public Housing and Housing Choice Voucher program notices, guidances and subject matters from HUD. Specific topic areas will include RAD, RAD PBV focus; Safety and Security grants, Privacy Protection Guidance Third Party, Over Subsidizing HCV, Eligibility Regardless of Sexual Orientation/Gender.

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## MAINTENANCE, INSPECTIONS AND PROPERTY MANAGEMENT

Steve White, Owner of Reaction Inspection Service

REAC does not stand for Really Easy and Clear! Did you know that property condition and REAC inspections count for a huge portion of your PHAS score? This class will help maintenance pros, project managers and inspectors learn how to work together to keep their properties in excellent condition, nip problems in the bud and ace REAC inspections.

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## MAINTENANCE ROUND TABLE

Jesse Dominguez, City of Flagstaff Housing Authority

Join other Maintenance Pros for a lively discussion of general maintenance issues, ideas for future training sessions and networking.

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## THE CAPITAL FUND RULE

Salem Prouty, HUD

HUD published new rules for the Capital Fund Program in October, 2013. Now that we have been working with the new rule, there are lots of questions. This presentation will give an overview of the benefits of the new rule and modifications to 24 CFR Parts 903 and 905. There will be plenty of time for Q&A.

---

## NEW SECTION 8 INSPECTION REQUIREMENTS

Steve White, Reaction Inspection Service

Since 2012, HUD is requiring Section 8 inspections to meet UPCS/REAC guidelines. Like we already said, REAC does not stand for Really Easy and Clear! HUD's REAC Quality Assurance inspectors are already performing follow up inspections for Section 8 inspections. Come to this class with pencil and paper to learn about these requirements.

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## OMNI SUPER CIRCULAR

Stacy Brechler-Knaggs, City of Flagstaff

Ms. Brechler-Knaggs will provide an overview of the provisions of the OMB "Super" or "Omni-circular" (2 CFR Part 200) including:

- General provisions
  - Pre-award requirements for grantees and prospective grantees
  - Administrative requirements during the grant period
  - Cost accounting requirements
  - Audit requirements
  - Top 10 Frequently asked questions
  - How you can prepare to be Ready!
- 

## PUBLIC HOUSING COMMUNITY SERVICE/ SELF-SUFFICIENCY REQUIREMENT

Lorraine Trow, City of Chandler

Theresa Torres, HUD

Let's dig into the most common challenges we face with the Community Service Requirement. Join us in a participatory learning experience through interactive table discussion sessions. This is an excellent place to learn from peers by sharing experiences and helping to create solutions.

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## **REACHING ZERO: ENDING VETERAN HOMELESSNESS**

Shane Groen, Arizona Coalition to End Homelessness

Brad Bridwell, Cloudbreak Communities

A key to ending veteran homelessness in our community is to create a “functional zero” system. In this session we will discuss the possibilities and progress of reaching zero in our cities.

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## **ROUND TABLE: REGULATORY RELIEF AND AZNAHRO'S 2016 LEGISLATIVE AGENDA**

Kurt Aldinger, City of Flagstaff Housing Authority

Kurt Knutson, City of Chandler

Round Table Discussion to develop ideas for an agenda of streamlining ideas to present to HUD based on their direction to streamline regs. This session will result in a listing of duplicative, outdated, unnecessary and inefficient regs. This information will be refined into a listing of proposed regulatory or policy changes that HUD could implement and that would help us keep our programs afloat in this time of inadequate funding. The list will also be used in developing the AHADA/AZNAHRO's 2016 Legislative Agenda. This Agenda will be delivered to HUD and to our State's Congressional Representatives and Senators during the 2016 Washington Conference.

---

## **SHOULD MY HA GO RAD? AN ARIZONA CASE STUDY**

Jason Israel, Paragon Mortgage Corporation

Kimberly Taynton, Paragon Mortgage Corporation

Gloria Muñoz, Housing Authority of Maricopa County

HUD's Rental Assistance Demonstration program is a crucial part of public housing's future. As the cap has been lifted to 180,000, many PHA's will be interested in applying. Learn what has happened with developments already underway, the next step for those that are newly authorized and what the latest HUD update means for the future.

Case Study: Coffelt-Lamoreaux Public Housing Redevelopment/Housing Authority of Maricopa County.

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## STATEWIDE EFFORT TO END HOMELESSNESS

Karia Basta, Arizona Department of Housing

This presentation will address how the Point in Time and Housing Inventory Chart (HIC) are important tools, and how they are being used to end homelessness in addition to how it works with Coordinated Entry and providing housing. The outcomes of attending this session will include understanding:

- HUD's expectations and requirements
- How each CoC conducts the PIT and completes the HIC
- How the data assists the CoC to end homelessness
- CoC local performance targets
- Why data quality is so important

---

## TEST YOUR RELOCATION KNOWLEDGE

Chad Wakefield, Overland, Pacific & Cutler

How knowledgeable and prepared are you to handle the planning and execution process required for temporary or permanent relocations in accordance with the Uniform Relocation Act (URA)? In a lively and interactive forum you will have the opportunity to test your knowledge and understanding of key relocation issues under the URA and the programmatic guidelines of funding sources such as RAD and HOME. The session will provide discussion and guidance on basic requirements including planning, needs assessment, noticing, and the rights and benefits persons impacted are eligible to receive. You will also learn about project tested (and audit approved) implementation tools and techniques.

The audience will be called upon to talk about their experiences, share their stories and develop a top ten list of the most important elements of a relocation program.



Phoenix residents at Marcos de Niza put their handprints on a purple wall to signify their support of the city's Paint Phoenix Purple campaign.



Coffelt Housing Project visit: R to L- Councilman Nowakowski, Deputy Secretary Ramirez, Maricopa County Housing Director Gloria Munoz, Jason Isreal of Paragon Mortgage Corporation, Brian Swanton of Gorman & Company, and another gentleman from Gorman.

## THERE'S NO PLACE LIKE HOME

Mary Beals-Luedtka, NACOG Area Agency on Aging  
Amy St. Peter, Maricopa Association of Governments

With the aging baby-boomer population, it is imperative that we plan for and build appropriate housing for seniors. Resources are there. What do Arizona demographics look like and are there any out of the box resources to help us gear up for the Silver Tsunami?

In this session we will explore the strategies in supporting people to live at home as they age. These strategies include a blend of traditional services, new models such as villages and time banks, and collaborations with the transportation community. Our objectives are four-fold: 1. To learn about the Age Wave in Arizona; 2. To learn about the assistance provided by Area Agencies on Aging; 3. To explore models such as new transportation solutions, time banks, villages, and the Arizona Age-Friendly Network; and 4. To discover how you can apply this information in your community.

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## UNDERSTANDING THE ELOGIC MODEL

Margaret Skiffer, HUD

The eLogic Model is a tool that integrates program operations and program accountability and aide grantees with managing, monitoring and evaluating program services. This session will help attendees understand the eLogic Model tool, discuss how to count the service activities and outcomes that are measured in units of persons/household, and how the tool is used to meet performance and reporting requirements for the HUD Family Self-Sufficiency and Service Coordinator Grants.



City of Phoenix Community and Supportive Services staff, and City of Phoenix Police Officers at the 2015 Father's Day event at Sidney P. Osborn.

FSS participants from Chandler, Mesa, Scottsdale, and Tempe hearing a Mesa Can speaker discussing the Individual Development Account (IDA) that can be used for buying a home or for financial assistance for college.



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Rental assistance supports low-wage working families: in 2014, **62 percent** of non-elderly, non-disabled households receiving HUD rental assistance in Arizona were working or had worked recently.  
Center on Budget and Policy Priorities, May 2015



City of Phoenix partners with the Phoenix Suns and APS to provide residents at Sidney P. Osborn an all-new basketball court.

# NAHRO

## PROFESSIONAL DEVELOPMENT



Committed to providing organizations and individuals in the affordable housing community with the training tools and resources they need to succeed, NAHRO offers unmatched resources that result in unlimited opportunities.

**For a complete listing of programs or more information on NAHRO's Professional Development opportunities, visit [www.nahro.org](http://www.nahro.org), or call toll free 877-866-2476 or 202-289-3500.**

### **SEMINARS AND ONLINE EDUCATION**

Dozens of timely live seminars and workshops, as well as distance learning sessions, all presented by some of the most knowledgeable instructors and presenters available.

### **CERTIFICATIONS**

NAHRO's Professional Development System (NPDS) reflects the industry's highest standards and provides candidates with the vital knowledge, leadership skills, and learning experiences needed to excel.

### **INTERN ASSISTANCE PROGRAM**

Offers unique support to Public Housing Authorities looking to find, attract, recruit, and retain young people interested in pursuing a career in the housing field.

### **ON-SITE TRAINING AND TECHNICAL ASSISTANCE**

Saves time, money, and travel by bringing NAHRO's many educational opportunities directly into the office or workplace.

### **HOME GRANT – TRAINING AND TECHNICAL ASSISTANCE**

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**SESSIONS AT A GLANCE: Wednesday, August 19**

8:15 to 8:45 AM	<b>REGISTRATION   CONTINENTAL BREAKFAST:</b> Vendor Tables   Silent Auction   Meet and Greet					
9:00 to 10:15 AM	<b>OPENING SESSION:</b> Keynote: U.S. Congressman Ruben Gallego					
<i>Room Assignments</i>	<i>Palm 3A</i>	<i>Palm 3B</i>	<i>Palm 3C</i>	<i>Palm 3D</i>	<i>Ocotillo B</i>	<i>Sedona C</i>
10:30 to 11:45 AM	<b>Housing Choice Voucher Administrative Fee Study</b> Peggy Morales PH Enterprizes Saul Ramirez NAHRO	<b>Test Your Relocation Knowledge</b> Chad Wakefield Overland, Pacific & Cutler	<b>The Capital Fund Rule</b> Salem Prouty, HUD	<b>There's No Place Like Home</b> Mary Beals-Luedtka, NACOG Area Agency on Aging Amy St. Peter, Maricopa Association of Governments	<b>Reaching Zero: Ending Veteran Homelessness</b> Shane Groen, AZCEH Brad Bridwell, Cloudbreak Communities	<b>Maintenance, Inspections and Property Management</b> Steve White Reaction Inspection Service
12:00 to 1:45 PM	<b>LUNCH   BUSINESS MEETING (Elections)   AWARDS CEREMONY</b> Speaker: NAHRO CEO Saul Ramirez					
2:00 to 3:30 PM	<b>Behavioral Health Housing Support Services Part 1</b> Michael Franczak, Marc Community Resources	<b>EIV Tips and Round Table</b> Kurt Aldinger & Tracey French, Flagstaff HA	<b>The Capital Fund Rule</b> Salem Prouty, HUD	<b>CDBG/HOME Round Table</b> Dennis Newburn City of Mesa	<b>AHADA Meeting with Saul Ramirez (Admin Fee Study)</b>	<b>Maintenance, Inspections and Property Management</b> Steve White Reaction Inspection Service
3:15 to 3:45 PM BEVERAGE BREAK						
3:45 to 5:00 PM	<b>Behavioral Health Housing Support Services Part 2</b> Michael Franczak, Marc Community Resources		<b>HUD Hot Topics: Latest Word on Housing Regs</b> Marta Duron and Margaret Skiffer, HUD	<b>Framing Home</b> Val Iverson, AZ Housing Alliance	<b>CDBG Economic Development Activities: An Overview</b> Constance Bachman City of Mesa	<b>New Section 8 Inspection Requirements</b> Steve White Reaction Inspection Service
5:15 to 7:00 PM	<b>NETWORKING SOCIAL EVENT:</b> Music   Food   Raffles   Games					

## SESSIONS AT A GLANCE: Thursday, August 20

8:15 to 8:45 AM	<b>CONTINENTAL BREAKFAST:</b> Vendor Tables   Silent Auction   50/50 Raffle					
Room Assignments	Palm 3A	Palm 3B	Palm 3C	Palm 3D	Ocotillo B	Sedona C
9:00 to 10:15 AM	<p><b>AZ Senate Bill 1185 Panel Discussion</b> Peggy Morales, PH Enterprizes</p> <p>Denise Holliday, Hull, Holliday &amp; Holliday, PLC</p>	<p><b>Change is in The Air/Smoke Free Housing</b> Mary Kurth, American Lung Assoc. William Emerson, City of Phoenix</p>	<p><b>Omni Super Circular</b> Stacy Brechler-Knaggs, City of Flagstaff</p>	<p><b>Should My HA Go RAD? An Arizona Case Study</b> Jason Israel, Paragon Mortgage Corp. Gloria Munoz, Housing Authority of Maricopa County</p>	<p><b>Financial Coaching: Talking to Clients about Finances</b> Charlie Boyce &amp; Cheryln Strong, Valley of the Sun United Way</p>	<p><b>General Safety in the Workplace</b> Javier Cano and Jeff Wells Centennial Contractors</p>
10:30 to 11:45 AM	<p><b>Fair Housing Basics</b> Stanko Zovko Southwest Fair Housing Council</p>	<p><b>Roundtable: Regulatory Relief and AZNAHRO's 2016 Legislative Agenda</b> Kurt Aldinger, Flagstaff HA Kurt Knutson, City of Chandler</p>	<p><b>HUD Financial Reporting: Section 8</b> Pete Koziol, HUD</p>	<p><b>Housing Based Case Management</b> Chela Schuster, UMOM Cherie Conte, UMOM</p>	<p><b>How Technology and Call Center Services Can Improve Resident Services</b> Matt Gilson Gilson Software</p>	<p><b>Acrylic Bath Tubs and Showers for Today's Affordable Housing</b> Steve Palmatier Bath Fitter</p>
12:00 to 1:30 PM	<b>LUNCH   SILENT AUCTION</b>					
1:30 to 2:45 PM	<p><b>Building Strong Landlord Relationships</b> Brian Petersen HOM, Inc.</p>	<p><b>Public Housing Community Service/Self-Sufficiency Req</b> Lorraine Trow City of Chandler Theresa Torres, HUD</p>	<p><b>HUD Financial Issues: Public Housing</b> Pete Koziol, HUD</p>	<p><b>Statewide Effort to End Homelessness</b> Karia Basta, Arizona Department of Housing</p>	<p><b>Understanding the e-Logic Model</b> Margaret Skiffer, HUD</p>	<p><b>Fair Housing For Maintenance Professionals and Inspectors</b> Dennis Newburn, City of Mesa</p>
2:45 to 3:15 PM <i>BREAK: BUILD YOUR OWN ICE CREAM SUNDAE</i>						
3:15 to 4:00 PM	<p><b>Housing Round Table</b> Liz Morales, City of Mesa</p>		<p><b>Finance Round Table</b> Deborah Beals City of Flagstaff HA</p>		<p><b>FSS Round Table</b> Karen Pierce City of Tempe</p>	<p><b>Maintenance Round Table</b> Jesse Dominguez City of Flagstaff HA</p>

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### MARIA DELOS REYES

Housing Program Coordinator, Yuma County Housing Department

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**M**aria has been employed with Yuma County Housing Department (YCHD) for 7 years. As Housing Program Coordinator, she is responsible for the Section 8 Home Ownership program and Family Self-Sufficiency (FSS) program for both Section 8 and Public Housing. She never forgets YCHD's mission and demonstrates genuine concern for the health and welfare of the residents she is serving.

The Housing Department is almost entirely grant-funded and for many years has suffered from HUD's budget cuts. YCHD has been exploring other sources of revenue to be able to continue to serve needy families. YCHD took on a \$750k CDBG project that was awarded to Yuma County by AZ State Housing. Maria has been a key player in managing this State Housing funded CDBG program. It is not easy to manage this 3-year program with a large number of applicants, many of whom are living in dilapidated mobile homes. Because of Maria's insatiable appetite for increased responsibility, she is currently managing and utilizing this program at its maximum capacity. To date, fourteen (14) families have been assisted by the CDBG funds and are now enjoying a decent, safe, and secured homes.

With Maria's refreshing individual drive and motivation, the number of participants completing and/or graduating from the FSS program has increased from the department's goal of 2 to at least 6 each year. As of the end of the HA's 2015 Fiscal Year, there were 11 FSS graduates, 7 of which became homeowners. Thanks to the great effort put forth by Maria, YCHD received the 2014 Most Valuable Partner award for the second time from U.S. Dept of Housing and Development.

Maria voluntarily contributes many off-duty hours by participating as a committee member in non-profit organization activities such as Fair Housing Festival, Coalition to End Homelessness, YPIC (Yuma Private Industry Council) and many other nonprofit organizations in the area. Maria has a passion for serving the community, shows great concern for the welfare of others and is actively involved in finding solutions to difficult challenges. She is a member of the South Yuma County Leadership Association (SYCLA), an association designed to enhance the provision of increased access to organized sports activities for young people in South Yuma County. She has been a great supporter for sport activities. She is assisting the Yuma County Housing Department Central Advisory Resident Council to support local sport activities by forming a soccer team of 12 enthusiastic children to play in local tournaments.

For enthusiasm and dedication instrumental in promoting innovative and progressive programs such as the FSS and CDBG, it is with distinct pleasure that YCHD nominates MARIA DELOS REYES for the 2015 AZNAHRO/AHADADA Excellence Awards for recognition as Employee of the Year- Community Development.

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## EMPLOYEE OF THE YEAR: PUBLIC HOUSING

### ERIN COOPER

Administrator

City of Tucson Housing & Community Development Department

In FY15 Erin Cooper as Public Housing Program Manager accepted the challenge to revamp the Tucson Public Housing Program. She exceeded the department's expectations, increasing average REAC scores by 20 points, implementing JIT inventory, reducing materials expense and shrinkage, and creating a positive synergy with the PH staff, while increasing average occupancy to 98%. Erin empowers her staff and creates a positive work environment. She was recently promoted to PHA Administrator.

## EMPLOYEE OF THE YEAR: HOUSING MAINTENANCE

### CHRIS BUTCHER

Building Maintenance Supervisor, City of Phoenix Housing Department

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The majority of the maintenance staff of the City of Phoenix Housing Department have demonstrated exemplary leadership in the past year and have made a significant impact in ensuring all Arizonans have a quality home that they can afford. Perhaps the best example of these qualities in Maintenance is Chris Butcher, whom I heartily recommend and nominate for this year's Employee of the Year in the Housing Maintenance category.

Mr. Butcher took over leadership of the City's Housing maintenance team in October 2014. Immediately he demonstrated excellence, performing duties with the highest degree of integrity and professionalism, demonstrating courtesy, concern, responsiveness, and dedication both within and outside the industry.

Chris is the Building Maintenance Supervisor responsible for the administration of all City of Phoenix Public Housing maintenance. His team of Building Maintenance Foremen, Building Maintenance Workers, and Trades Helpers plan and organize building facilities projects for maintenance and remodeling; plan and assign project construction and remodeling; monitor building maintenance projects to ensure timeliness, correctness, and completion; interpret specifications, plans, and blueprints for construction and remodeling projects; respond to calls during emergency situations; and manage budgets for over 1,600 multifamily and single family homes across the City.

Mr. Butcher's leadership has contributed to improved REAC scores, lower absenteeism, significantly increased skill levels, greater attention to safety, fewer outstanding work orders, improved unit turn times, fewer units not ready for occupancy, and improved communication. He has fostered excellence in his foremen, spearheaded a staff rotation scheme that improved morale and skills, redeveloped maintenance processes and procedures, and has begun to process of significantly reducing recurring costs. Chris developed a Flex team, which has been effective in improving responses to urgent situations and reducing stress across our properties.

Chris is well respected for his attention to detail, loyalty to our residents, and creativity in the face of declining HUD subsidies and aging infrastructure. He coordinates well with our Modernization and administration branches, and is faithfully responsive to the needs of management. His staff are being continuously formed and inspired by his insight, kindness, and self-discipline. As his direct supervisor, I am daily grateful for his devoted, excellent public service.

## EMPLOYEE OF THE YEAR: SECTION 8 HOUSING

### GEORGINE PIPER

Occupancy Specialist/HQS Specialist, City of Douglas PHA

Our department has slowly been undergoing staffing changes for a couple of years. In July 2013, our Director resigned and a new Director (Housing Manager) hired. Our administrative assistant, who had worked for Housing for over 16 years in other capacities before agreeing to return as an admin assistant after retirement, officially retired at the end of FY 2013/14. In addition, our HQS Specialist was re-assigned full-time to another department on October 1, 2014. Prior to his reassignment, he had been working as our HQS Inspector part-time.

Due to all staffing changes, Georgine has had to take on ALL of the work duties of the Admin Assistant, as well as go to HQS Certification training to become an HQS Inspector. Our department hired a part-time Administrative Assistant (10 hrs/week) when Georgine's mother became ill and she had to take extended medical leave to go to California and care for her elderly parents. Georgine trained (and is continually training) our Admin Assistant while she is doing her work and trying to meet all of her deadlines. She does all of the AR's and IR's for the Section 8 program, does Quality Control for Initial Move-In's and Unit Transfers, and ALL HQS inspections for Section 8 HCV participants (initial, annual, special, re-inspections).

In addition to all of her Section 8 HCV duties, Georgine also processes all of the AR's and IR's for our Multi-family Housing projects (78 units total). She also submits our monthly funding request (HAP) to TRACS for the Multi-family Housing properties. One of our Multi-family projects recently sold on May 1, 2015, alleviating her workload by 50 units.

The reduction in staff, combined with the stress of having to care for elderly parents, has been extremely stressful for Georgine and the rest of our department. We have had to juggle people's work schedules to ensure we have coverage at all times. Through it all, we have been able to meet all deadlines for work and reporting. It has been a struggle but I'm happy to say we have accomplished it due in large part to Georgine's dedication and work ethic. I think she deserves to be recognized for her huge undertaking.



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*Peggy Morales*  
**520-850-8488**

Public / Assisted Housing Consultant  
34 Years of Experience

[peggy@PHEnterprizes.com](mailto:peggy@PHEnterprizes.com)

## INNOVATIVE PROGRAM OF THE YEAR: COMMUNITY DEVELOPMENT

### COFFELT-LAMOREAUX

The current Coffelt-Lamoreaux Apartment Homes are barrack style apartments built in 1952 during the Truman Administration. The structures need to be completely upgraded to include central air conditioning, new cabinetry and flooring, energy efficient appliances and insulation, a new community center, and 1.4-acre park.

The Coffelt redevelopment will be the first in Arizona under a pilot program of HUD called the Rental Assistance Demonstration (RAD) program. This innovative approach will allow the 301 units to be brought up to modern standards. Besides using RAD, this is the first project combining low-income housing tax credits with historic tax credits, allowing for needed capital from the investors purchasing the credits. This redevelopment is using an integrated, comprehensive approach utilizing recommendations from a Health Impact Assessment (HIA), extensive community engagement of stakeholders and residents throughout the process, as well as, exemplary, energy-efficient design, construction and materials and innovative financing.

The HIA was used to encourage and incorporate the ideas and opinions of the residents for the needs of their own community. The HIA recommendations have become an additional guide for the revitalization to ensure that once developed there will be resident access to healthy and safe housing, healthy food, physical activity, safe streets, animal control and transportation. The development will include a community center incorporating a health clinic, computer learning center, children and adult educational activities and workforce linkages. The 1.4 acre park in the center of the complex will also be renovated following an intergenerational design to promote socializing and outdoor activities for all ages. A crosswalk, known as a 'HAWK pedestrian crossing' with a light will be installed at 19th Avenue and Pima St. to enhance pedestrian safety.

The Coffelt-Lamoreaux Apartment Homes is a \$44 million public/private partnership between the Housing Authority of Maricopa County (HAMC) and Gorman & Company, Inc. The comprehensive and historic renovation of the 301 units will provide housing for over 800 residents across 38 acres located just miles from downtown Phoenix.

To date, primarily as the result of the HIA community engagement process, Coffelt has already experienced many successful outcomes prior to the first nail being hammered. The Discovery Triangle has added Coffelt to the Regular route for the Fresh Express bus; which delivers a mobile farmers market of sorts with fresh fruits and vegetables on site. The City of Phoenix has included funding for a HAWK pedestrian crossing across 19th Avenue at Pima Street to allow Coffelt residents to safely access the Alkire Aquatic Center on the east side of 19th Avenue; in their 2015-2016 Budget. The City of Phoenix is also considering adding two bus shelters on 19th

Avenue and interior streets in the project.

The partnership with Maricopa County Animal Care and Control (MCACC) has resulted in; 23 rabies vaccinations being given, 16 pets being microchipped, 6 dog licenses being sold, 40 stray dogs being impounded, 51 license warnings, and 16 spray/neuter vouchers being given. MCACC completed a neighborhood patrol for loose animals which concluded in 300 pickups. MCACC has agreed to continue to patrol the Coffelt neighborhood to keep this problem under control.

The City of Phoenix Parks and Recreation Department has partnered with HAMC to provide summer programs and after schools programs during and after the construction; to keep the Coffelt student residents safe and engaged. A Park and Recreation Coordinator position has also been budgeted in the City of Phoenix's 2015-2016 Budget. The Art4All mobile, (sponsored by the Phoenix Center for the Arts), has provided visual, musical and performing art activities through its mobile unit. Restore Arts, a local nonprofit which provides restored musical instruments to students, has provided instruments, leadership, and coordination of after school enrichment classes for Coffelt/Hamilton students and is working with the developers to integrate art and reusable materials in the housing redevelopment.

Due to Coffelt's innovative use of programs, Coffelt received the Phoenix Revitalization Corporation High Impact Award on June 24, 2015; for bringing awareness, resources, recognition and improving the quality of life for the residents in the neighborhood of Coffelt in the Central City South community.

Coffelt-Before RAD



Coffelt-After RAD



## FSS PARTICIPANT OF THE YEAR

### JOSE LOPEZ JR. City of Phoenix FSS Participant

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Property Management asked Family Self-Sufficiency (FSS) staff to intervene regarding a client they suspected may need a higher level of care. In addition, the disabled resident was trying to assist her son Jose, age 35, who was caring for his six nieces and nephews, ages 16,14,12, 11, and 7 year old twins. The six nieces and nephews had been placed in Jose's care by the Department of Child Safety (DCS). Their mother was addicted to methamphetamines and had abandoned her children. DCS reported if Jose could not stay with his mother or find suitable housing they would pick up the children and place them in group homes. They would be separated due to the age ranges. With the assistance and advocacy of FSS staff the family was able to secure a Family Unification Program (FUP) Section 8 voucher. Jose adopted his nieces and nephews which was finalized on National Adoption Day. The family was also selected by the judge as a standout based on the love and sacrifice demonstrated by Jose. He went from having no biological children of his own to being a single parent of six.

Jose was exposed to violence at an early age. When he was six years old he witnessed his father shoot his mother seven times. His mother survived and his father fled the scene; Jose never saw him again. For part of his childhood he lived in public housing. His mother tried to keep him on track. She worked long hours to provide the basic necessities for him and his three younger sisters. His life had been one of deprivation and poverty and, when he experienced the material things that could be purchased using the money from drug sales, he unfortunately chose that path. His mother made it clear that if he was not willing to live by her rules he would have to leave her home. Jose chose to leave, and his choice ultimately led him to a life where he was shot, nearly died, and was incarcerated.

Once FSS staff linked Jose with the resources he and his children needed to stabilize their household he was able to focus on his goal of self-sufficiency. With a revised resume Jose was able to secure new employment at a higher rate of pay working as a CNC Machine Programmer. He went from earning \$20,800 annually to \$32,240. In May 2014 he obtained his Associates Degree in Paralegal Studies from Phoenix College. His goal is to continue his education at Arizona State University. Jose was also able to obtain his DPS Fingerprint Clearance Card. After utilizing the FUP Section 8 voucher for eight months Jose purchased his first home. This is something he never thought he would be able to accomplish. Jose saved \$5,000 from his tax return and he was able to utilize 3:1 matching down payment assistance from Newtown IDA to be able to put \$20,000 towards the purchase of his home.

When notifying housing that he no longer needed housing assistance, Jose included the following: "Your program helped me when I needed it most in my life. I recently adopted my six nieces and nephews. I went from caring for just myself to having the responsibility of caring for them along with my disabled mother. Your program was there for me when I needed it most. My family has eliminated the need for government assistance and we are now thriving and self-sufficient. You and your team helped to

provide a foundation for a future that is very different from where we were eight months ago. When we moved into our Section 8 home the kids no longer were struggling in school and or worrying about their future. Everyone is happy and healthy and doing well. I will forever be grateful for the difference you made in our lives.”

Jose’s ability to move beyond the poor choices, violence, and poverty in his life has truly been an extraordinary accomplishment. We are very proud of his growth and determination, and are happy to recommend him as the FSS Participant of the Year.

## HERO OF ASSISTED HOUSING

### VINCENTE SOSA

Community Mentor, City of Phoenix

Vicente is a single father, whom for the past six years lived in the City of Phoenix public housing Sidney P. Osborn community. He now resides in a Scattered Sites home and is working full time, and still goes back to Sidney P. Osborn to volunteer and mentor the youth.

Vicente really stands out as a Hero of Assisted Housing, not because he has some kind of special super human ability, but he utilizes something we all have inside of us and that’s a heart for change. His heart for mentoring the youth and investing invaluable time in their lives is so critical. Being a hero doesn’t mean you have to be able to fly or scale walls, or even be equipped with a cape and special gadgets. Vicente is a hero because he is willing to invest his own time and knowledge and give back to the children at Sidney P. Osborn.

Coming from the same background as the children he mentors, he speaks encouraging words to them and plants seeds of hope. Like the idea that just because you were born into an assisted living situation doesn’t mean that will be your final destination in life. Vicente went above and beyond to form a group of young men to serve as leaders in the community. The core leaders consisted of young men ranging from ages 10 to 15 years old. Vicente remained an active influence in their shapeable lives by taking the group on different outings such as hiking the South Mountain and taking the boys to different communities to play peaceful pick-up games of basketball.

Vicente played an indispensable role in forming the Sidney P. Osborn young leaders group when the City of Phoenix re-opened the recreation center In September 2014. The focus of the group was to challenge the children and teach them responsibility, accountability, and self worth. Vicente attended every meeting and actively pursued the children inside and outside of the community to participate and gain a positive outlook on their sometimes very difficult living circumstances in assisted living.

Always keeping a positive demeanor is what Vicente thrived on when dealing with some of the tough issues the children would bring to him such as gang violence, drug abuse, self-harming, and lack of self-esteem. Vicente would provide sensible and peaceful solutions to their problems. That is the main attribute that transformed him from hard working single father, to the Hero of Assisted Housing.

## NATIONAL BANK OF ARIZONA

National Bank of Arizona (NBA) via the Federal Home Loan Bank (FHLB) consistently helps low income families realize the dream of homeownership. NBA, a participating bank with the FHLB of San Francisco, has been assisting lower income households, individuals, and families with receiving a 3-to-1 matching grant of up to \$15,000. WISH/IDEA/IDA grants can be applied to down payment and closing costs. National Bank of Arizona has assisted low income families since 2005, fronting funds only to get reimbursed at a later date. NBA truly provides this service expecting nothing in return as there is no fee for service and buyers are not required to finance purchases with a particular lender. Kathleen Pechman, NBA's Senior VP, is a powerful advocate of the WISH program as she believes it is a vital service which creates strong communities. Rhonda Wright, Administrative Officer, has taken on the responsibility of processing all WISH/IDEA grant requests, which are extremely time consuming due to the sheer volume of applications. In addition, Ms. Pechman and Ms. Wright have other duties to perform in addition to processing these applications. When all the federal and state down payment programs came to a close due to the slowing economy, it was such a relief to know NBA was holding strong and continuing to offer this service to the community. I am eternally grateful to Ms. Pechman and Ms. Wright for the dedication and commitment to helping low income families become homeowners. Since 2005, more than 700 families have benefitted from this program.

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ADV-15-11705

MARK BETHEL MEMORIAL SCHOLARSHIP AWARD

**TRACEY FRENCH**

Housing Services Administrator, City of Flagstaff Housing Authority

**T**racey French is a Section 8 Housing Services Administrator for the City of Flagstaff Housing Authority. Since August, 2012, our Section 8 program has been struggling with Federal budget cuts which have severely underfunded the administration of the Section 8 Housing Choice Voucher Program. Tracey has taken on many extra duties to help our agency's program run smoothly and economically. During this time frame, her case load has nearly doubled due to staff cuts. She has worked many hours of overtime to make sure her clients are properly served. She has kept her case load current and maintained a great attitude during this entire two years plus of an incredibly heavy case load. She is kind and professional with her clients.

Her positive attitude and ability to work efficiently under these stresses are the result of Tracey's clear conviction that the services we provide are vitally important and make a huge difference in our client's lives.

## LIFETIME ACHIEVEMENT AWARD

### MICHAEL GOUHIN

Executive Director, City of Flagstaff Housing Authority

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Mike came to the Flagstaff Housing Authority in 1987, at a time when public trust in the agency, and staff morale was at an all-time low. Through his hard work and guidance this was all turned around in a short time. During his 28 year tenure the public trust and staff morale was restored.

SEMAP and PHAS scores are consistently High Performer. Multi Family MOR scores are consistently Superior. REAC scores are consistently in the 90s, despite an aging housing stock. Staff turnover is virtually nonexistent, with more than half of the staff having over ten years with the agency, and many having over twenty.

Mike was instrumental in receiving funding for the last Public Housing in the country funded under the Public Housing Development Fund-23 Scattered Sites which opened in 2001. He has spent the last several years helping us to successfully transition from an autonomous agency to a city department-not a small task.

Mike has also had a large impact on the affordable housing industry statewide. He was instrumental in the formation and success of AZ NAHRO and AHADA, and has served both organizations as President. We can all thank Mike that we are here at this conference today, and that this award program exists. He has allowed great freedom to his staff to participate in AZ NAHRO at both the committee and board levels, and has “encouraged” us to do so. Through us Mike continues to contribute on a regular basis to AZ NAHRO.

Mike has always given his staff the opportunity to learn, and excel in our field. Most of our management has been promoted from within, giving us experience at all levels of the housing industry. His open door management style and openness to new ideas gives each of us the chance to develop our careers and contribute to the agency. We are all made to feel like an important part of our agency, and our industry. He has the full respect of all of his staff, all of whom support this nomination.



City of Flagstaff frequently partners with the Coconino County Career Center to help local teens gain job skills.



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## PRESENTER PROFILES

**MARY ALBA KURTH** currently directs the Smoke Free Living Collaborative Program for the American Lung Association in Arizona. She also leads the Arizona Smoke-Free Coalition and serves on that organization's Leadership Council. Mary is often called upon to share her knowledge at national conferences and global webinars, such as the 2015 HUD webinar on creating smoke-free policies and the National Healthy Homes Conference in Orlando 2015 and Nashville 2014.

A native of Phoenix, she has served the nonprofit community in leadership roles since 1988 when she was recruited to start up the local chapter of Inroads, a national nonprofit organization, where she grew the business for nearly ten years. Since then she has led organizations such as Golden Gate Community Center and Habitat for Humanity Desert Foothills. As a volunteer, Mary served on the Valley Leadership board of directors for seven years as well as the Westside Food Bank while it merged with St. Mary's Food Bank. Mary is an alumna of the Hispanic Leadership Institute as well as Valley Leadership Class XI. She continues to volunteer for Valley Leadership and is an active member of the Arizona Multi-housing Association.

**KURT ALDINGER** is the Public Housing Manager with the Flagstaff Housing Authority, where he has worked over 20 years in the Public Housing, Section 8 and Multi Family Housing Programs. He has served on various committees with AZ NAHRO, where he has been a member since 1994.

**CONSTANCE BACHMAN** - Community Revitalization Specialist with the City of Mesa Housing and Community Development with several years of experience working with the CDBG and HOME programs, including program compliance, affordable housing development, economic development, infrastructure improvements and grants management. Currently in the process of completing the Economic Development Financial Professional (EDFP) certification program through National Development Council (NDC).

**KARIA BASTA** has been in the housing field, both public and private, for the past 25 years and has been working with Continuums since their inception. She has been with Arizona Department of Housing (ADOH) for 8 years. ADOH is the Collaborative Applicant and the HMIS Lead for the Balance of State Continuum of Care which includes 13 of the 15 counties in Arizona and over 95,000 square miles. In addition, she serves as the Tribal Liaison for ADOH. She holds both a BS and an MS from ASU and is certified as a Public Housing Manager, Certified Apartment Manager, and a Housing Development Finance Professional.

**DEBORAH BEALS** has been working at the City of Flagstaff Housing Authority since 2004, as Finance Manager. She also served as the Executive Director at Williams Housing Authority for 13 years. Before working with Housing Authorities, Deborah worked within the Federal Home Loan Bank System as a Savings and Loan Examiner and Supervisory Agent. She has a B.S. in Finance from the University of Nebraska/Lincoln. Deborah is currently serving as the President of AZNAHRO.

**MARY BEALS-LUEDTKA** has been employed at Northern Arizona Council of Governments (NACOG) since 1991, and is the Area Agency on Aging (AAA) Director and Co-Chair for State Association of AAA's (AZ4A). At NACOG, Mary has developed many successful and sustainable programs, including the Legal Advocacy Program, Long Term Care Ombudsman Program, Benefits Counseling Program, Central Intake, Information and Referral, Holistic Case Management, Evidenced Based Health and Wellness programming. Mary also moved the agency to a paperless system. Mary has served 6 years on National Board of Directors for n4a (National Association of Area Agencies on Aging) and has held elected offices as Treasurer, Second Vice-President, and is now serving as First Vice-President.

**LYNN BEHLENDORF** is program sales manager for the American Lung Association in Arizona Smoke-Free Living Collaborative Program, a position for which she was recruited based on her eight years as a real estate professional in the local market. She brought with her, 15 years of experience in marketing and communications with large corporations such as Rockwell Automation and Snap-on Tools Incorporated.

**CHARLIE BOYCE** began working at Valley of the Sun United Way (VSUW) in 2005 and currently serves as a Community Impact Director overseeing the community objective work of increasing the financial stability of individuals and families. Charlie holds a Master Social Work (MSW) degree, with a focus on administration and community-level social work. At VSUW, Charlie oversees the delivery of Financial Coaching Trainings and convenes organizations through the Financial Stability Coalition as a means of supporting agencies in expanding their organizational capacity to work with clients around improving financial health. Additional work at VSUW includes oversight of the Aspire Youth Workforce initiative, which develops local, diverse talent into viable candidates for industry specific employment; and oversight of the West Valley Volunteer Income Tax Assistance (VITA) Coalition, which provide free tax preparation services to low-to-moderate income individuals and families.

**STACEY BRECHLER-KNAGGS** is an Arizona native and has worked for the City of Flagstaff for more than 31 years, 20 as Grants Manager. She administers more than \$15 million a year in Federal, State and local grants and has completed a number of large complex, high impact, confidential, and politically sensitive grant funded projects, such as the Airport Runway Extension, Schultz Fire Inner Basin Pipeline, and Flagstaff Business Accelerator and Alternate Emergency Operations Center.

Her position involves researching, monitoring, and applying for available municipal related grants, managing, implementing, evaluating, and assuring the compliance of the funding terms and conditions, and in general, is the central coordinator for all grants, which may involve internal auditing and holding others

accountable for proper grant compliance.

Stacey graduated from Northern Arizona University with a Bachelor of Science Degree. She is a member of the National and Arizona Chapter of the Grant Professionals Association. Stacey is active in the community and continues to work to make Flagstaff a great place to live and raise her family.

**BRAD BRIDWELL** is Director of National Operations for Cloudbreak Communities, a special needs housing developer for veterans. Brad co-wrote the AZ Department of Veteran's Services action plan to end veteran homelessness in Arizona. He is the former Board Chair of the Arizona Coalition to End Homelessness and worked closely with both Project H3 and Project H3 Vets to ensure their success. Brad has been working with homeless veterans for more than half of his life. He is currently leading the 25 Cities effort for Phoenix.

**JAVIER CANO** is a native Arizonan. He has worked in the construction industry for about 17 years; 10 of those in the field of safety. Javier started as a laborer working with a concrete placement company. He progressed into the Carpenter's Union, where he learned all aspects of carpentry. He worked as a Foreman before moving to a job in the field of safety. He now teaches OSHA courses and First Aid CPR.

**CHERIE CONTE** works as the Housing First Manager at UMOM. In this role, she oversees the implementation of the Permanent Supportive Housing Programs located at both UMOM owned site-specific housing and at scattered site housing throughout Maricopa County. The program supports high acuity families that were homeless. Cherie has over 20 years of experience working with families in child welfare, juvenile justice, behavioral health, crisis and educational systems. Cherie obtained a Masters of Social Work from Syracuse University in New York State.

**JESSE DOMINGUEZ** has worked at the City of Flagstaff Housing Authority for over 40 years. He manages a group of 10 maintenance professionals who provide maintenance for 345 units of housing

and inspection support for the Section 8 Housing Choice Voucher Program.

**MARTA DURON** began her career with the U.S. Department of Housing and Urban Development (HUD) in August 2006 as a Public Housing Revitalization Specialist where she manages a portfolio of public housing authorities in Arizona. Prior to coming to the Phoenix Office of Public Housing, she worked at different PHAs in multiple positions starting out as a receptionist and working her way up to the position of Executive Director. Marta also participated on the Section 8 and FSS program which provided her the opportunity to attend college and receive her Bachelors degree at Northeastern Illinois University.

**WILLIAM EMERSON** is a Deputy Director for the City of Phoenix Housing Department, where his responsibilities include management of the City's public housing. Previously, Mr. Emerson was counsel to the Housing Department for two years. William earned his Juris Doctor from the University of Michigan and his Masters in Public Administration from Arizona State University.

**MICHAEL FRAN CZAK** currently serves as the Chief of Operations for Marc Community Resources in Mesa, Arizona. Dr. Franczak received his Ph.D. in Psychology in 1976 and for the past thirty years he has been involved in Mental Health, Substance Abuse and Development Disability services in Pennsylvania, North Carolina and Arizona. Dr. Franczak has served as an expert witness in many landmark cases concerning mental health and mental retardation. Some of these include the Willowbrook in New York, Pennhurst in Pennsylvania, Lelz in Texas, Jackson in New Mexico, Felix in Hawaii and Laguna Honda in California. In his previous role as the Chief of Clinical Services for the Arizona Department of Health/ Division of Behavioral Health, Dr. Franczak managed behavioral health services for adults with serious mental illness, substance abuse and children and adolescents with emotional disorders. During his eleven year tenure, there was significant increase in enrollment from 50,000 to over 140,000 individuals and funding from approximately \$400,000 to approximately \$1 billion

dollars. Dr. Franczak has been the primary investigator on numerous grants from the Substance Abuse Mental Health Service Administration: Housing Approaches for Persons with a Serious Mental Illness, Jail Diversion for Persons with a Serious Mental Illness, and an Exemplary Practices Initiative - Integrated Substance Abuse Mental Health Treatment Models System of Care Practices for Children and Adolescents and Substance Abuse Services for Adolescents.

**MATT GILSON** graduated from Syracuse University with a degree in Accounting in 1979. He then worked in Fortune 500 Companies for fourteen years working to CFO of a World Wide Shipping Company.

In 1993, Matt started his dream as an entrepreneur as a partner in Application Oriented Designs (AOD) in Miami, FL, a software firm that specialized in products for Housing Finance Agencies (HFA's). In 1998, this firm was then sold to Emphasys Software.

In 1998, Matt started Housing and Development Software (HDS) that also specialized in software for Housing Finance Agencies. They produced a Section 8 Project Based product for Contract Administrators and obtained over 80% market share with this product. Matt and his team also developed innovative products for Low Income Housing Tax Credits, Grant Management for HOME, CDBG, HOPWA, ESG and other funding sources and the first web based Single Family Management System for HFA Programs.

In 2008, Matt started Gilson Software and entered the Public Housing software market. In less than two years Matt developed a technical and customer support team and developed PHA Partner, which is a Window Based System. Due to the competition in this market place, Matt developed a strategy to specialize in Mobile and Voice Technologies (especially related to work orders and inspections) and to become the most innovative software firm in the market place.

**SHANE GROEN** is the Special Initiatives Director for the Arizona Coalition to End Homelessness. He currently manages Project H3 Vets, the local implementation of the national 100,000 Homes Campaign. Project

H3 Vets has gained national recognition for implementing a number of innovative practices and has housed 270 chronically homeless veterans to date. As a result of this initiative and the broad community support it received, Phoenix was the first city in the country to reach functional zero with its chronically homeless veteran population.

Mr. Groen is a veteran of the United States Navy and has an MBA in Management from Western International University. Prior to joining AZCEH, he worked in the semiconductor industry managing logistics. He serves on the leadership committee for the Arizona Veterans StandDown Alliance, which facilitates the largest StandDown in the country.

**DENISE M. HOLLIDAY** has been engaged in Landlord/Tenant legal practice since 1996. Denise has been a justice of the peace Pro-Tem since 2000 and a Superior Court Pro-Tem since 2001. Denise is a certified instructor for the Arizona Association of Realtors, Property Management Institute and certified instructor for the National Association of Realtor Property Managers. She has also been President of the Association of Landlord/Tenant Attorneys (ALTA) since 2003 and served as training instructor for the group since 2001.

**JASON ISRAEL** is the Vice President at Paragon Mortgage Corporation and has citations ranging from for-profit, nonprofit and governmental authorities. His experience includes financing and development of real estate projects focusing on community health care and senior living communities, including new construction, expansion and refinancing. Educated at the University of Arizona, he serves as President of the Phoenix Residential Investment Development Effort a public/private partnership with the City of Phoenix for affordable housing and a graduate of Valley Leadership.

**VALERIE IVERSON** is Executive Director of Arizona Housing Alliance, a statewide affordable housing coalition of over 180 members that supports and advocates for quality homes that Arizonans can afford. Val has over 25 years of experience in community development research, policy, advocacy, and finance and has worked in the for-profit, non-profit, and government sectors.

Since its inception in 2009, Val has led and directed the activities of this emerging nonprofit. Her coalition building successes include the Arizona Affordable Homes Network, the Housing Counseling Initiative, and the Restore the Housing Trust Fund Campaign which is dedicated to the restoration of the state housing trust fund. She is a founding member of the Arizona Partnership for Healthy Communities, a collaboration of the community development and health sectors working to improve the built environment in low income neighborhoods so that all of Arizona's communities are healthy places to live, learn, work and play.

Val holds a MBA in Finance from Syracuse University and a Masters in Economic Geography from New Mexico State University.

**KURT KNUTSON** is the Housing and Redevelopment Manager for the City of Chandler Housing Division where he oversees and manages all Public Housing & Capital programs, Housing Choice Voucher Programs and nonfederal affordable housing and support programs. He has worked in government housing programs for the City of Scottsdale, the City of Apache Junction and in various positions in the City of Chandler. Mr. Knutson has experience in Community Development Block Grant, HOME Investment Partnership grants, and Real Estate acquisition and development. Mr. Knutson has a total of 28 years of experience in government related housing programs.

**PETER KOZIOL** has worked for U.S. Department of Housing and Urban Development for 29 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.

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.

**ELIZABETH (LIZ) MORALES** recently moved from the City of Phoenix to the City of Mesa, where she is serving as the Housing Manager, overseeing all aspects of Mesa's Housing Authority. Liz performed similar duties at the City of Phoenix, and also worked for Arizona Behavioral Health Corporation for 8 years. She has a Masters in Counseling and a B.S. in Business Management. Liz has been an AZNAHRO board member for eight years, and is currently serving as our Past-President.

**PEGGY MORALES** is a Certified Public Housing Manager. Peggy served as a civil servant for 34 years with the Council of Governments in Silver City, New Mexico, the City of El Paso Housing Authority, the City of Phoenix Housing Authority and the City of Tucson Housing Authority. During those 30+ years Peggy held management and executive level positions responsible for up to 40+ employees and budgets in excess of 40 million dollars.

**GLORIA MUÑOZ** is the Executive Director of Housing Authority of Maricopa County. The management includes over 900 units of public housing, 3 tax credit developments and approximately 2,000 section 8 vouchers, including three project based section 8 contracts.

Ms. Muñoz has 35 years of experience in affordable housing finance, acquisition, management and development. Her experience includes working as the Director of Real Estate Development for the Chavez Foundation, Director of Housing for the State of Arizona, Western Director of Affordable Housing Disposition for FDIC//RTC and President for the Southwest Region of Mercy Housing, Inc. Educated at Arizona State University (ASU) and JFK School of Government at Harvard University.

**STEVE PALMATIER** is the Commercial/Government Consultant for the Bath Fitter

Corporation-Arizona. He brings over 20 years of experience including as an owner in custom bath renovations to affordable housing with Bath Fitter, the Manufacturer & Installer of customizable acrylic products.

**BRIAN PETERSEN** is the Chief Operations Officer at HOM Inc. HOM Inc. is a mission driven organization committed to partnering with community agencies to create innovative, collaborative and effective solutions to ending homelessness. Brian has 15 years of experience in the industry working in Property Management and his 13 years with HOM Inc. Brian completed his MBA in 2010 and has been a licensed Realtor since 1999. He is also certified in Housing Quality Standards and Section 8 Eligibility and Rental Calculation.

**AMY ST. PETER** is the Human Services and Special Projects Manager for the Maricopa Association of Governments (MAG) in Phoenix, Arizona. In this position, she oversees regional human services planning and more than \$30 million in funding for one of the fastest growing regions in the country. She has worked in the human services field for more than 20 years. Ms. St. Peter earned a Master of Public Administration degree from Arizona State University in 2004 and graduated cum laude with a Bachelor degree in Sociology and Writing from Loyola College in 1994. Her areas of focus include aging, homelessness, domestic violence, human services transportation, civil rights, and community engagement.

Ms. St. Peter's work in transportation and aging has been recognized with membership on the Steering Committee for the National Resource Center for Human Services Transportation, the United We Ride National Leadership Award for the MAG Human Services Transportation Coordination plans, a "Best Intergenerational Community" award from Generations United, and a Desert Peaks award for the Greater Phoenix Age-Friendly Network.

**SALEM PROUTY** is a Registered Professional Engineer in the State of Arizona. He has worked for HUD since 2000, first in the San Francisco Office of Public Housing (while commuting from AZ), and then in the Phoenix Office of Public Housing since

2003. Prior to working for HUD, Mr. Prouty worked in the private sector and dealt with Residential construction.

**MARGARET SKIFFER** began her career with the U.S. Department of Housing and Urban Development (HUD) as a Community Builder in July 2000. For 2+ years, she provided outreach and technical assistance to housing authorities in Arizona and was the Team Leader for the HUD 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 to present, Margaret works in the Phoenix Office of Public Housing as a Public Housing Revitalization Specialist where she manages a portfolio of the housing authorities in Arizona, providing compliance monitoring and technical assistance of the Public Housing and Housing Choice Voucher Programs. She conducts program compliance monitoring in the areas of Public Housing Asset Management, Agency Plans, Rental Housing Integrity Improvement Project (RHIP/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 provides technical assistance in family self-sufficiency and community service programs. After 17 years with the City of Indianapolis and 3 years with the Indianapolis Private Industry Council, in April, 1997 to July, 2000 Margaret was the Director of Special Projects for the Indianapolis Housing Agency in Indianapolis, Indiana where the Agency had approximately 2000 units of Public Housing (PH) and administered 6000 units of the Housing Choice Voucher (HCV) Program.

**CHERYLYN STRONG** Community Impact Manager for Financial Stability at Valley of the Sun United Way (VSUW) since 2012, brings years of experience as a social worker, educator, trainer and advocate for the poor, disabled and other underrepresented populations. Cherylyn holds a Bachelor of Social Welfare (BSW) degree from the University of Memphis and a Master of Social Work (MSW) degree from Boston College with a focus on

Human Service Administration. At VSUW, Cherylyn plans for and delivers Financial Coaching Training (FCT) to case managers in non-profit, government and education sectors to increase financial content knowledge and coaching skill competency. Her responsibilities include oversight of continuous development through social media and Learning Networks for FCT graduates. Cherylyn also manages and monitors the contracting process for agencies delivering financial education and workforce development programs.

**CHELA SULLIVAN SCHUSTER** currently serves as the Director of Strategic Housing Resources for UMOM New Day Centers, a critical role in steering the agency housing focus. Among her responsibilities, Chela has designed and implemented UMOM's Rapid Re Housing and SSVF programs. Chela is also overseeing the Maricopa County coordinated assessment process for families seeking homeless services at the Family Housing Hub. Chela holds a Masters of Nonprofit Studies from Arizona State University.

**KIMBERLY TAYNTON** is a MAP-approved Underwriter with Paragon Mortgage Corporation. Prior to working for Paragon, Kim was the Multifamily Development Supervisor with the U.S. Department of HUD in Phoenix where she reviewed, underwrote and closed nearly \$2 billion in HUD-insured loans. Kim has worked in the multifamily development industry since 1999 and has experience ranging from land entitlement and development to asset management. She is an underwriter for numerous HUD programs including projects involving the RAD Program.

**TERRY TORRES** has been a HUD employee for 15 years. She has worked in the departments of Multi-family Housing, Indian Programs and for the past 6 years in Public Housing. She has worked in the housing industry for 30 years, and has experience both as a case worker and an Inspector.

**LORRAINE TROW** is the Housing Administrative Supervisor for the City of Chandler Housing Division where she is responsible for the Public Housing, Housing

Choice Voucher and affordable housing programs. She started in government housing in 1986 when she was 18 years old working for the City of Eloy. Her first job in housing was a Tenant Relations Officer. Through the years, she was promoted to varied positions in the housing authority and became the Executive Director. Lorraine then accepted a position with the City of Phoenix as the Scattered Sites Housing Manager and later left to work for the City of Chandler. Lorraine has a total of 29 years of experience in government housing.

**CHAD WAKEFIELD** is the Arizona and Northern California area leader for Overland, Pacific and Cutler's (OPC) Housing and Development Group. He specializes in relocation planning, program development, project management and program implementation for a range of organizations including housing authorities and developers. Chad's experience includes overseeing all relocation tasks for public housing dispositions, housing rehabilitation and redevelopment projects

including those funded under the Rental Assistance Demonstration (RAD), Choice Neighborhood Initiative (CNI), HOME and Low Income Housing Tax Credit programs.

**STEVE WHITE** is a Certified REAC Inspector and owner of Reaction Inspection Service holds a number of certifications and is an instructor on a broad range of topics, including: Section 8; Nan McKay; Building/Planning Inspector, ICBO and IRC trained, ICBO Certified zoning inspector, electrical/plumbing/structural training through ICBO and IRC, and ICC Certified residential inspector. Having completed more than 6,000 inspections, Steve is a trusted name with owners and managers.

**STANKO ZOVKO** is an Education and Outreach Specialist with the Southwest Fair Housing Council (SWFHC). He has spent the last seven years working on Fair Housing and community development issues through field research, client work, education, and advocacy.

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Peggy, Dan, Deborah and Liz in D.C.



Phoenix Suns forwards P.J. Tucker and T.J. Warren attended the court dedication at Sidney P. Osborn - a renovation made possible through The Rebound Project, a partnership between APS and The Phoenix Suns.

Having a little fun at the 2014 AZNAHRO Conference



AZNAHRO President, Deborah Beals, and Past President, Liz Morales in D.C. for the Legislative Conference.



ARIZONA CHAPTER  
National Association of Housing and Redevelopment Officials



The National Association of Housing and Redevelopment Officials (NAHRO) is a professional membership organization comprising more than 20,000 housing and community development agencies and officials throughout the United States that collectively 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, and 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.