

DRAFT 5-5-08
For Review by the Maricopa Association of Governments
Human Services Technical Committee

Title

Building Bridges: A Report on the Maricopa Association of Governments 2008 Conference on Housing and Transportation Human Services Coordination

Date

Spring 2008

Executive Summary

Residents in the MAG region demonstrated a strong interest in housing and transportation when nearly 300 people attended the 2008 MAG Conference on Housing and Transportation Human Services Coordination on April 8, 2008. This attendance illustrates the importance of these two issues, as well as the opportunities for coordination in the future. Often discussed separately, housing and transportation are inextricably linked. The coordination of housing and transportation results in stronger communities.

A coordinated community is a place where one can live, work, play and shop in one area. It means that children can safely walk to school and young couples can increase the size of their house as their family grows. Adults and teens can get to work quickly and affordably. People with disabilities can fully participate in their community because they have full access to an array of housing and transportation options. People can age independently in their homes because their houses suit their level of physical ability and support is close by. Coordination can increase the length and quality of time people have in their community.

The conference was designed to stimulate dialogue about best practices that would result in action at the local level. This event specifically targeted the impact of housing and transportation coordination on older adults, people with disabilities and people with low incomes. While these subpopulations represent some distinct needs and resources, the solutions developed for them will benefit all people. For example, a coordinated transit system will assist people with low incomes to take advantage of employment opportunities. The same bus will also transport people with higher incomes who want a more environmentally friendly way to commute.

The purpose of this document is to highlight best practices identified at the conference for action by anyone working at the regional level, within a municipality or agency, or as a private individual. There are positive steps everyone can take to ensure the potential of the region is fulfilled through coordination. People can advocate through their votes, purchasing power and informal networks. Municipalities can encourage, support and mandate actions. Agencies can tailor their programs to meet people's needs in innovative ways. The region can develop plans that are diverse enough to be responsive to local concerns and compatible enough to be coordinated.

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The best practices identified at the conference are as follows. Some strategies illustrate how transportation and housing may each be better coordinated, while others address the coordination of the two issues together.

Transportation Practices

- Fully utilize the current transit system
- Expand travel training programs for low-income people
- Promote multimodal streets to increase accessibility and mobility
- Develop standards of care
- Expand mileage reimbursement programs
- Expand mobility management programs
- Develop strategies to transport institutionalized children and youth
- Make streets more accessible for special need populations

Housing Practices

- Support and advocate for housing stability programs
- Support higher density housing
- Cross train staff to respond more quickly to eviction notices
- Increase housing options for youth aging out of foster care
- Consider tax increment financing as a tool for blighted neighborhoods
- Diversify the range of housing available within neighborhoods

Coordination Practices

- Implement transit-oriented design concepts
- Measure the livability of communities
- Focus on service diversity, not service delivery
- Develop more assertive community treatment (ACT) teams
- Advocate for housing and transportation coordination

For more information, please contact MAG at (602) 254-6300 or at humanservices@mag.maricopa.gov or visit www.mag.maricopa.gov.

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Arizona Department of Economic Security for printing
Arizona Council of Human Services Providers for CEU certifications

Introduction

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The best practices presented in this document build on local strengths to address current issues. They represent final solutions for some and a starting point for others. It is vital to remember in moving forward that local needs matter. One solution cannot meet the diverse issues that exist throughout the region. This document may be considered a menu of options. While one solution may not work for everyone, everyone may find a strategy that will work for them.

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This event was a catalyst for many lessons learned. High-level housing officials attended the Transportation 101 workshop. Transportation providers had suggestions for how to house low-income people more effectively while they learned about new strategies. The significant presence of people with disabilities challenged one to consider what can be done to make other events more accessible. The unprecedented attendance of all people clearly showed that these lessons have broad applications and importance for the region.

The most exciting outcome of the event will be all that follows. Will people be better able to age in place? Will more adults and teenagers travel to work in less time and at a lower cost? Will more children walk to school? These questions and more will be answered in the years to come. Implementation of the best practices in this report will bring the region closer to the goal of having a coordinated housing and transportation system. This will positively impact people's lives and strengthen our communities.

Regional Profile

Housing and transportation are important, interdependent issues. According to the Center for Housing Policy, a family spends an additional 77 cents on transportation for every dollar they save on housing. For families who "drive until they qualify," this can be an unexpected but very real cost. The Brookings Institution offers the following formula to determine affordability, taking both housing and transportation into account: Affordability Index = Housing Costs + Transportation Costs divided by Income.

Knowing the true cost of housing and transportation will help people make informed choices that fit within their means. Not all costs are measured with dollars. The average commute time for this region is consistently longer than the national average, increasing from 23 minutes in 1990 to 26.1 minutes in 2000. As the region continues to grow, it is essential that housing decisions are made that reduce the time tax and result in a better quality of life for residents. The actions taken now will have a dramatic effect on reducing traffic congestion and building stronger communities in the future.

Just since the year 2000, more than 800,000 people have come to call this region home. They are attracted by our comparably low cost of living and mild climate. They bring new ideas and energy, as well as opportunities for coordination. This growth affects communities in the region differently. Some cities like Tempe, Glendale and Scottsdale are at or near build-out. They may address such growth by focusing on in-fill and redevelopment projects. Others communities, especially those in the West Valley, have room to grow and are planning their expanded infrastructure. More than 600,000 people, or nearly half of the expected 1.3 million new residents, will live west of Phoenix in the future.

This expected growth will support the region's historically strong real estate market. The region has one of the strongest markets for new residential units despite the recent foreclosure crisis. In 2005, the region added nearly 48,000 new units. Looking into the

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future, it is estimated that an average of at least 40,000 new housing units will be added each year. While foreclosure certainly represents a significant issue now, the projected outcome for the region is strong.

This growth will have an indelible impact on employment. Until the 1990's, the five C's drove the region's economy- cattle, citrus, climate, cotton and copper. Today, the richness of the region is attracting new industries like computer and chip manufacturers, and aeronautics firms. Professional and business firms are playing an increased role in our economy as well. This area has already added 350,000 jobs, and another 1.5 million is expected by the year 2030.

Currently, many of the employment centers are located in the East Valley and Phoenix. This trend is estimated to continue. For the next 13 years, the cities east of Phoenix are expected to generate 37 percent of all new jobs. Employment growth is expected to jump in the West Valley between 2020 and 2030 with 53 percent of all new jobs locating west of Phoenix. Phoenix currently has 38 percent of all jobs in the region. An estimated 400,000 new jobs will locate in the City of Phoenix in the next 23 years.

A robust transportation system is needed to accommodate such an influx of jobs, housing and people. In a recent survey, respondents indicated that transportation is one of the most important issues facing this region. MAG is responsible for planning \$16 billion through its Regional Transportation Plan. Through the next 20 years, this money will support the development of the transportation infrastructure that will be the lifeblood for this region.

The continuation of the half-cent sales tax will help fund these critical developments. Of these funds, 57 percent will create 344 lane miles of new freeways and highways. It will also add lanes on existing roads in need of expansion. Regional transit will receive 32 percent of the funds with 15 percent supporting new and enhanced bus service. The remaining transit funds will create 28 miles of new light rail extensions and para-transit services. Additional projects like pedestrian facilities and bicycle projects will use the remaining sales tax funds to make our communities more livable.

Some populations will need special accommodations so they can participate fully in the community. Older adults, people with disabilities and people with low incomes are important stakeholders in our communities. By 2020, it is estimated that 25 percent of the population will be over the age of 60. Arizona has the highest rate of people with disabilities in the entire country at 25.9 percent. As such, the state has also developed some of the most innovative solutions for this target population. For example, the state leads the entire country with in-home placements for people with disabilities as opposed to placing them in institutions. This is a great example of the commitment people in this region have to empowering individuals with the most effective programs possible.

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The presence of older adults, people with disabilities and people with low incomes impact our region. For example, the combined retail spending of low and moderate households in the region is equal to the retail spending of all residents in the entire West Valley. The retail spending power of older adults is equal to all residents in both Scottsdale and Surprise combined. If the retail spending of three target populations is combined, it would be equal to all retail dollars spent in the Tucson metro area. People in these target populations are not just clients of human services programs. They are paying consumers who support the region's economy.

Background

Regional human services planning at MAG has cited housing and transportation as key issues for years. In 2002, MAG unveiled the Regional Action Plan on Aging and Mobility with a national conference right here in Phoenix. Six years later, this plan is still seen as a national model.

Housing and transportation, far above any other, were most frequently cited during the community outreach activities for the development of the 2006 MAG Regional Human Services Plan. Nearly 300 people in 22 focus groups and three community hearings espoused the critical nature of housing and transportation of being vital to stability and personal success. In total, more than 500 people confirmed this fact through a number of surveys and committee meetings provided as channels for community feedback.

This dialogue continued at the 2007 MAG Regional Human Services Summit where participants in the Housing and Transportation Workshop called for an entire day dedicated to this topic. Between these two activities, more than 700 people from throughout the region, regardless of income, employment status or age, reported that housing and transportation were critical elements to maintaining a good quality of life.

An additional impetus for this event was found in the 2007 MAG Human Services Coordination Transportation Plan as well. Discussions with dozens of human services transportation stakeholders revealed little communication and coordination among agencies. Respondents to a 2005 MAG survey indicated an alarmingly high level of resistance to coordination, citing the specialized needs of their clients and a competitive funding environment as factors.

The 2007 coordination plan represented the region's first response to a federal requirement to coordinate. Participants in a series of sub-regional meetings led to the successful implementation of the 2007 plan. The Housing and Transportation Conference fulfilled the strategy for a regional meeting included in this plan. This plan was hailed as a national model and has been presented across the country as a result.

Housing and Transportation Coordination Best Practices

The Brookings Institution reports that households should spend 47 percent of their income on housing (19 percent) and transportation (28 percent) combined. According to

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the Center for Housing Policy, the average household in the Phoenix metro area spends 57 percent of their income on housing (27 percent) and transportation (30 percent). Coordination can lower this cost and improve the quality of life by reducing other factors such as the time tax accrued with long commutes.

One of the main policy recommendations indicated in the Center for Housing Policy's report, *A Heavy Load*, is to consider housing and transportation policies together. The MAG Housing and Transportation Conference was an important step in achieving this goal. They also recommend other steps such as encouraging infill development near job centers and targeting employment in low to moderate income neighborhoods. Strategies like this can reduce congestion and the costs associated with long commutes.

AARP also makes policy recommendations in the area of housing and transportation coordination. They define a livable community as one that has affordable and appropriate housing, supportive services and community features, and adequate mobility options. AARP representative, Michael O'Neal, spoke more about this initiative at the conference. The goal of making communities more accessible for all people resonated through every workshop and discussion at the event. This dialogue sparked energy to make communities more livable through coordination.

Chris Zeilinger, Director of the National Resource Center for Human Services Transportation Coordination, offered praise by saying this region is ahead of the curve in coordination. This focus will increase in importance in the future as the number of older drivers increases and longer commutes will require more alternatives and innovative solutions.

The following best practices represent the combined expertise and influence of the event participants to address the issue of housing and transportation coordination. Some best practices are more focused on either transportation or housing while a number specifically address the two together. While there are national studies and initiatives, these best practices have local support and perhaps the best potential for success in this region.

Transportation Practices

- Fully utilize the current transit system
Recent focus groups indicated a strong desire to expand the current transit system. Currently, there are 109 different routes throughout the region. In 2007, there were more than 58 million riders, representing an increase of 22 percent just over the last five years. Valley Metro reports that alternative modes of transportation like taking the bus saves the region 292,000 pounds of pollution on a daily basis and 430,000 gallons of gas. With the escalating price of gas, more people may consider riding the bus as an alternative to driving themselves. Conference participants challenged themselves and each other to take public transit whenever

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possible to reduce the impact on congestion, the environment, and their own budgets.

- Expand travel training programs for low-income people
Historically, travel training programs have been focused on helping older adults access the transit system. Agencies serving people with disabilities offer training to their clients. Recently, Valley Metro received a New Freedom grant to implement a regional travel training program for people with disabilities. There is an opportunity to expand this model by developing travel programs to include people with low incomes. Save the Family, a nonprofit agency serving homeless families, has a travel training program to assist their clients. Use of public transit can make employment and education opportunities more accessible. This model can be expanded and implemented on a regional basis.
- Promote multimodal streets to increase accessibility and mobility
Streets that are multimodal address current and future transit needs, provide safe sidewalks and integrate all appropriate modes of transportation. Multimodal streets are designed and operated to enable safe access for all users including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Streets that provide travel choices can reduce traffic congestion, increase the overall capacity of the transportation network and improve air quality.

MAG's Regional Transportation Plan currently promotes access and mobility in order to help people carry out their essential activities of daily living and to support equitable access to the region's opportunities. The plan specifically mentions the needs of older adults and people with disabilities. MAG member agencies identify and implement the opportunities that make the most sense for their particular community.

- Develop standards of care
One of the foundations to great coordination is great communication. The 2007 MAG transportation coordination plan strove to create good lines of communication between providers through sub-regional meetings and this conference. More work is needed to identify the standards of care and a common language that all transportation providers will use to improve coordination. The 2008 coordination plan begins this process with the standardized driver training and coordination policy templates. Conference participants reported a need to develop very explicit language identifying standards of care to be included in state agency contracts with providers. People will receive better quality service when these standards are clearly identified and funding holds providers accountable to them.
- Expand mileage reimbursement programs

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The City of Mesa presented their very successful model at the conference. This program offers mileage reimbursement as an alternative to paratransit services when people cannot drive or ride the bus. Currently the program is intended for older adults and people with disabilities living in Mesa. The drivers are volunteers who are friends or family not living in the same neighborhood as the passenger. The passenger receives the reimbursement and pays the driver. This empowers people to arrange for their own human services transportation. Conference participants recommended expanding this program regionally and making it available to low income and homeless people.

- Expand mobility management programs
Terros and Triple R Behavioral Health received a Section 5310 grant to support a mobility manager to serve the two agencies. Coordination between the two agencies creates a combined fleet providing nearly 2.2 million trips a year. The mobility manager will analyze the fleet data and implement changes that will increase safety for the seriously mentally ill clients served, improve the efficiency of the trips and increase the number of trips. The two agencies are seeking to recruit more partners, increase the number of vehicles with Global Positioning Software and navigational devices, and to identify additional measures to increase safety and efficiency in the future.
- Develop strategies to transport institutionalized children and youth
Federal regulation mandates coordination plans to specifically address older adults, people with disabilities and people with low incomes. Children and youth, especially those who are institutionalized, may also have disabilities or come from economically disadvantaged homes. While the strategies in the coordination plans may not exclude these children and youth, the strategies may not be appropriate for them. The options to transport children who are not accompanied by an adult are particularly limited. Lack of appropriate transportation can be a significant barrier in accessing treatment, appointments and educational opportunities. Future coordination plans need to consider the very specialized needs of such children.
- Make streets more accessible for special need populations
There are a variety of best practices that will make the streets safer for older adults and people with disabilities to drive or walk on them. MAG has implemented a sign project that provides communities with funding to put up street signs featuring the Clearview font. Research has found that this font is easier to read for everyone and reduces the number of accidents. Communities can also consider other best practices such as increasing the size of sidewalks and placing crossings every quarter mile to make the streets safer for those with disabilities. Providing more time for people to walk across an intersection also increases the safety and accessibility of a street. Countdown signals are proven to be an effective alternative and cost about \$500 more than the traditional signal.

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Housing Practices

- Support and advocate for housing stability programs
The Arizona Foreclosure Prevention Task Force is working to keep families from losing their homes through foreclosure by offering community educational events. Local Initiatives Support Corporation (LISC) local office is convening two groups to increase the supply of affordable housing for low-income qualified home buyers. One program is in collaboration with local governments, nonprofit community development corporations and housing counseling agencies. They are establishing a program to connect qualified home buyers with financial assistance to purchase foreclosed homes. Another approach is to have the nonprofit agencies purchase the homes, rehabilitate them, and then sell them to the low-income home buyer. The second group at LISC will strategize about how to increase the supply of affordable housing throughout the region.
- Support higher density housing and development
The Endless City, a book about urban growth, cites compact development defined by mixed-use and transit-oriented development as the best answer to the urban growth that is changing the way people live all over the globe. Benefits include reduction in pollution, less energy use and easing the impact on the transportation system. Greater economies of scale can also be realized when housing units are located in closer proximity to each other and to employment centers, schools, amenities and shopping. Individuals can make their priorities heard through their vote and their buying power in support of higher density housing.
- Cross train staff to respond more quickly to eviction notices
St. Luke's Health Initiative's report, *Gray Land*, cited this as a way to more effectively house people with serious mental illness, but it can be applied to any population. For example, if behavioral health staff is more knowledgeable about eviction prevention assistance, they will be in a better position to help their clients remain stably housed.
- Increase housing options for youth aging out of foster care
Every year, about 20,000 youth in foster care age out of the system nationwide. Nearly 30 percent of the homeless youth on their own in this region report having been in the foster care system. Agencies serving this population cite incredible difficulties in securing housing for their clients. Some agencies, like Tumbleweed, have created housing for the youth in their programs so they can transition more gradually into the community. Other agencies like Rehoboth Saints Center, a faith-based agency, develop housing to serve troubled youth from the community. Casey Family Programs has created the PASSAGE Coalition to coordinate all available services for foster care youth, including housing.
- Consider tax increment financing as a tool in blighted areas

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Tax increment financing is a tool to redevelop blighted areas, especially during times of economic strain. The money is made available from the increase in the value of surrounding properties as a result of the redevelopment of blighted areas. The redevelopment increases property taxes. It is these additional monies that can be used to pay down the debt that was incurred for the redevelopment project. Arizona is presently the only state in the country that does not have legislation enabling tax increment financing. It has been tried in Arizona, but the courts ruled that it violated the gift clause in the state constitution.

With increasing economic pressures, there may come a time when citizens would want to reconsider this tool. Using tax increment financing would require a change in legislation and in the state constitution. Some have shown support for making these changes. For example, the 2006 Arizona Town Hall recommended that tax increment financing should be allowed in this state. An increased ability to redevelop blighted areas could help to better coordinate housing, transportation and employment centers by building them in closer proximity to each other.

- Diversify the range of housing available within neighborhoods
As young families move up, they very often need to move out of their neighborhoods. A diverse range of housing within neighborhoods will offer options for people needing to increase or decrease the size of their house or mortgage. This provides a range of support systems so families and different generations can live within the same community. This will also make it more possible for older adults to remain in their homes if they have family close by who can lend assistance.

Coordination Practices

- Implement transit-oriented design concepts
Transit-oriented design (TOD) directly connects transportation with housing, economic development and employment centers. Conference participants repeatedly pointed to the opening of the region's light rail system as a prime opportunity to make communities more livable. Mixed-use development is already springing up around the light rail route. The light rail has been designed to be very accessible with a low clearing that provides people with disabilities with an appropriate new transportation option. People can advocate for TOD in their communities and make this a priority for future development.
- Measure the livability of communities
AARP has a guide that helps communities determine how livable their areas are through an extensive outreach effort. This guide surveys topics such as transportation, housing, walkability, safety, shopping, health, recreation/cultural activities, and health. Residents and planners can score how well their community has integrated these concepts. Once areas of strength and improvement are identified, action can be taken accordingly. This coordinated approach helps

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people to view their communities more holistically and to measure attainment of goals through concrete objectives. A link to the report and survey is available in the resource section.

- Focus on service diversity, not service delivery
A fundamental paradigm shift from focusing on the program to focusing on the people served can be attained through coordination. When a community focuses on service diversity, they are developing proactive solutions to meet people's needs through a variety of options. When a community focuses on service delivery, they concentrate on developing programs and then consider how to make people eligible for them. This shift to service diversity empowers people to be their own solution in a supportive environment. Outreach and community engagement become pillars of program development.
- Develop more assertive community treatment (ACT) teams
This model has proven very successful in this region and others to engage homeless people, as well as people with serious mental illness. It provides an interdisciplinary approach by staffing outreach teams with people from different sectors. When they engage a potential client, they are able to offer a number of services immediately. This can be a vital tool to bring people into safe housing. St. Luke's Health Initiative has produced the report, *Gray Land*. The 19,000 people in the region's behavioral health system struggle to find and maintain housing. The same people also face difficulty when trying to access transportation. Adding more ACT teams could provide a solution to keep them stabilized by helping them to coordinate their housing and transportation.
- Advocate for housing and transportation coordination
One conference participant said they would "talk with anyone who was willing to listen" about the best practices presented at the conference. The value of informing friends, coworkers, employers, and family about coordination can not be overstated. As more people embrace coordination, constructive best practices will proliferate throughout the region. We need to establish a tipping point where one cannot have a conversation about housing that does not include transportation, and vice versa. As Mahatma Gandhi said, "We need to become the change we want to see in the world." Through our voice, vote and dollar, every person in the region can have an impact in housing and transportation coordination. Choose a strategy, become informed, and promote it at every opportunity.

Conclusion

This region has much to be thankful for in the area of human services coordination. Current plans have achieved national acclaim and demonstrated strong results. The region is well poised to achieve incredible successes in the future. Given community support, political will and the commitment to coordinate housing and transportation, the region

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can create a seamless system for the benefit of all. Please take a moment and visit the resources section for the latest research and information about coordination. There is an important role for everyone in this effort.

Resources

2008 MAG Conference on Housing and Transportation Human Services Coordination workshop presentations <http://www.mag.maricopa.gov/detail.cms?item=8700>.

2006 MAG Regional Human Services Plan
<http://www.mag.maricopa.gov/detail.cms?item=6037>.

2007 MAG Regional Human Services Summit report
<http://www.mag.maricopa.gov/detail.cms?item=7935>.

2007 MAG Human Services Coordination Transportation Plan
<http://www.mag.maricopa.gov/detail.cms?item=7467>.

2008 MAG Human Services Coordination Transportation Plan
<http://www.mag.maricopa.gov/detail.cms?item=8268>.

Heavy Load report by the Center for Housing Policy
<http://www.mag.maricopa.gov/detail.cms?item=8782>.

Brookings Institution's Affordability Index report
<http://www.mag.maricopa.gov/detail.cms?item=8781>.

AARP's Livable Community survey and report
<http://www.mag.maricopa.gov/detail.cms?item=8783>.

Arizona Bridge to Independent Living Home Mobility Assessment
<http://www.mag.maricopa.gov/detail.cms?item=8784>.

For more information, please contact MAG at (602) 254-6300 or at humanservices@mag.maricopa.gov or visit www.mag.maricopa.gov.

2008 MAG Conference on Housing and Transportation Human Services Coordination Speakers List

Plenary Speakers

Mayor Michael LeVault, *Youngtown*

Vice Mayor Peggy Neely, *City of Phoenix*

Vice Mayor Claudia Walters, *City of Mesa*

Councilmember Greg Stanton, *City of Phoenix*

Michael Freedberg, *U.S. Department of Housing and Urban Development*

Fred Karnas, *Arizona Department of Housing*

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Michael O'Neal, *AARP, O&S, Livable Communities*

Chris Zeilinger, *National Resource Center for Human Services Transportation*

Workshop Speakers

2008 Coordination Plan Update Strategies

- Steve Rost, *Arizona Department of Transportation*
- Amy St. Peter, *Maricopa Association of Governments*

Housing and Transit Mobility Workshop

- Councilmember Shana Ellis, *City of Tempe*
- Maureen DeCindis, *Maricopa Association of Governments*

Transit Oriented and Mixed-Use Development

- Mark McLaren, *HDR, S.R. Beard and Associates*
- Michael Freedberg, *U.S. Department of Housing and Urban Development*
- Jim Mathien, *Valley Metro Rail*
- Mike James, *Mesa Transportation Department*

Transportation 101

- Gary Bretz, *Valley Metro*
- Terri Collins, *Valley Metro*
- Eddie Caine, *Maricopa County*

Universal Housing Design

- Dr. Patricia Moore, *Moore Design*

Affordable, Accessible Housing

- Steve Hastings, *Foundation for Senior Living*
- Fred Karnas, *Arizona Department of Housing*
- Lee McIlroy, *Arizona Community Foundation*

Transportation Mobility Manager

- Chris Zeilinger, *National Resource Center for Human Services Transportation*
- Peggy Chase, *Terros*
- Gregg Kiely, *Arizona Department of Transportation*

Federal Priorities for Future Coordination Strategies

- Chris Zeilinger, *National Resource Center for Human Services Transportation*
- Mark Tompert, *Marc Center*
- Neal Thomas, *Comtrans*

Travel Training for the End User

- Delores Nolan, *Valley Metro*
- Sandy Adams, *City of Glendale*

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- Donna Powers, *Arizona Statewide Independent Living Council*

Housing People with Mental Illness

- Roger Hughes, *St. Luke's Health Initiative*
- Ted Williams, *Arizona Behavioral Health Corporation, Inc.*

Sustainable Housing Designs for Communities

- Teresa Brice, *Local Support Initiatives Support Corporation*
- Sherry Ahrentzen, *Arizona State University*

AARP's Approach to Liveable Communities

- Michael O'Neal, *AARP, O&S, Livable Communities*

Taxi Subsidy and Mileage Reimbursement Programs

- Gary Bretz, *Valley Metro*
- Rose Smith, *East Valley Ride Choice*
- Pat Venisnik, *Scottsdale Cab Connection*

Home Repair and Adaptations

- Darrel Christiansen, *Arizona Bridge to Independent Living*

Conference Participant List

Sandy	Adams	City of Glendale
Sherry	Ahrentzen	Arizona State University
Wahid	Alam	City of Mesa
Benjamin	Alcazar	Valley Metro/RPTA
Pam	Allan	Arizona Bridge to Independent Living
Tia	Allen	Care Direction/Area Agency on Aging
Maxine	Anderson	City of Phoenix
Sharon	Antes	City of El Mirage
Josephine	Arbuckle	Four Sisters Meals 2-U
Melanie	Arbuckle	Four Sisters Meals 2-U
Yuri	Artibise	Morrison Institute for Public Policy
Pat	Arviso	Phoenix Revitalization Corp
Marsha	Ashcroft	Horizon Human Services
Jennifer	Baier	Goodwill of Central Arizona
Bob	Baratko	City of Surprise
Dianne	Barker	D Team Education Fund
Nancy	Barkley	Maricopa Association of Governments
Ben	Baxter	Terros
Maria	Beltran	Chicanos Por La Causa
Robert	Berger	Nina Mason Pulliam Charitable Trust

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Jim	Bielli	Lodestar Day Resource Center
Kathy	Blodgett	Arizona Department of Housing
Roberta	Blyth	Department of Economic Security
Sheree	Bouchee	City of Flagstaff
Mary	Brannoch	Valley of the Sun School and Habilitation Center
Linda	Brantner	De Colores-Chicanos Por La Causa
Gary	Bretz	Valley Metro RPTA
Teresa	Brice	Local Initiatives Support Corporation (LISC)
Donna	Brower	City of Scottsdale
Martha	Brown	Chandler Unified School District
Colleen	Byron	Arizona State University
Eddie	Caine	Maricopa County
David W.	Carey	Arizona Bridge to Independent Living
John	Carnero	City of Glendale
Jim	Carron	C.H.E.E.E.R.S. Inc
Mike	Cartsonis	AARP
Rebecca	Castro	City of Phoenix
Justin	Chase	Department of Behavioral Health Services
Peggy	Chase	Terros
John	Chavez	City of Phoenix
Spencer	Christenson	Recovery Innovations of Arizona
Darrel	Christianson	Arizona Bridge to Independent Living
Amy	Chriswell	Department of Economic Security
Kristie	Chung	Terros
Madeline	Clemann	City of Scottsdale
Ryan	Clemons	Universal Tracking Solutions, Inc
David	Clitheroe	The Salvation Army
Teri	Collins	Valley Metro RPTA
Monica	Cooper	Self Advocacy Coalition of Arizona
Dorothy	Corey	A & A Cottages
Rafael	Cortez	Netcor Transports L.L.C
Justyna	Costa	City of Flagstaff
Gwyneth	Cowger	Advocates for the Disabled
Elizabeth	Cranmer	Area Agency on Aging
Rex	Critchfield	Department of Economic Security
Michael	Crusa	City of Tempe
Jay	Dashefsky	Governors Council on Developmental Disabilities
Deanne	Davis	
A. Diane	Daychild	Gila River Urban Assistance Center
Maureen	DeCindis	Maricopa Association of Governments
Bahney	Dedolph	Catholic Charities

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Derek	Deegan	Tumbleweed
Frances	Delgado	Maricopa County
Linda	Dillard	City of Goodyear
Tony	DiRienzi	AZ Statewide Independent Living Council
Marta C.	Duron	US Dept of Housing & Urban Development
Megan	Duwyenie	Citizen
Audrey L.	Eager	City of Phoenix-Human Services Commission
Ken	Einbinder	US Dept of Housing & Urban Development
Carolyn	Ellington	City of Surprise
Councilmember Shana	Ellis	City of Tempe
Eric	Fahrner	EMPACT-SPC
Richard	Fernandez	PSA Behavioral Health Agency
Kevin	Ferris	C.H.E.E.E.R.S. Inc
Jacqueline	Field	Recovery Empowerment Network
Jessica	Fierro	City of Chandler
Rebecca	Flanagan	US Dept of Housing & Urban Development
Robert	Frederiksen	AARP
Marcia	Fredman	US Dept of Housing & Urban Development
Michael	Freedberg	US Dept of Housing & Urban Development
DeDe	Gaisthea	Maricopa Association of Governments
Ray	Gano	Lodestar Day Resource Center
George	Garcia	SWI
Martha	Garcia	personal attendant
Steve	Gervais	Pinnacle West
David	Golder	City of Surprise
Kim	Gomez	City of Phoenix
Belen	Gonzalez	Nina Mason Pulliam Charitable Trust
Consuelo	Gonzalez	Chandler Unified School District
Sara	Gordon	Colonia Bank
Ann Marie	Grande	Area Agency on Aging
Charlotte	Grant-Cobb	Arizona Department of Housing
Paula	Gray	Self Advocacy Coalition of Arizona
Randy	Gray	Marc Center
Walt	Gray	Society of St. Vincent de Paul
Malia	Griffin	
Katie	Griffith	Self Advocacy Coalition of Arizona
Joyce	Gross	Town of Buckeye
Laura	Guild	Department of Economic Security
Jeff	Hale	Community Services of Arizona
Monti	Halstengard	C.H.E.E.E.R.S. Inc
Linda	Hammond	DES

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Kate	Hanley	Tempe Community Council
Alfie	Hanna	Oasis Northwest Chapter
Susan	Hannah	Evangelical Lutheran Church of America
Pam	Harris	Florence Crittenton
Edward	Harrison	Foundation for Senior Living
Mary	Hartle-Smith	MAG Associate
Eileen	Hartnett	Maricopa County
James	Hash	City of Mesa
Steve	Hasting	Foundation for Senior Living
Dalixa	Hernandez	Phoenix Revitalization Corp
Tyrone	Hibbs	City of Phoenix
Bob	Hickman	Co-Chair AZDAC
Katie	Hobbs	Sojourner Center
Wayne	Hochstrasser	Triple R Behavioral Health
Mark	Holleran	Central Arizona Shelter Services
Keosha	Hooks	Maricopa Association of Governments
Julie	Howard	City of Mesa
Adrienne	Howell	Southwest Gas Corp.
Jayne	Hubbard	Foothills Caring Corps.
Jane	Huff	AZ Department of Economic Security
Roger	Hughes	St. Luke's Health Initiative
Mike	Hutchison	Horizon Human Services
Val	Iverson	Iverson Ideas
James	Ivie	Arizona Kidney Foundation
Dyanne	Jackson	Community Economic Development Alliance
Mike	James	City of Mesa
Theresa	James	City of Tempe
Becky	Johnson	Valley Metro/RPTA
Eloisa	Johnson	Phoenix Revitalization Corp
Jacalyn	Johnson	PPEP, Inc
Joy	Johnson	Arizona Department of Housing
Councilmember Kyle	Jones	City of Mesa
Patricia	Jones	Self Advocacy Coalition of Arizona
Carlos	Jurado	Maricopa Association of Governments
Kaj-Willow	Kaemmerer	Southwest Behavioral Health Services
Katie	Kahle	Community Action
Fred	Karnas	Arizona Department of Housing
Joe	Keeper	Native American Connections
Teri	Kennedy	AZ Department of Transportation
Carol	Ketcherside	Valley Metro RPTA
Zakhary	Khazanovich	
Gregg	Kiely	AZ Department of Transportation

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Kristi	Kincaid	City of Surprise
Mitchell	Klein	C.H.E.E.E.R.S. Inc
Gary	Kleopfer	PPEP, Inc
Councilmember Yvonne	Knaack	City of Glendale
Stephanie	Knox	Magellan Health Services
Inna	Korenzvit	
Carol	Kratz	Virginia G. Piper Charitable Trust
Sal	La Puma	Maricopa County
Denise	Labrecque	City of Scottsdale
Michael	Lafitte	Homebase Youth Services
Carla	Landwerth	United Cerebral Palsy of Central Arizona
Naomi	Lane	Intertribal Council of Arizona
Surya Patricia	Lane Hood	Arizona Bridge to Independent Living
Diane	Langlois	Arizona Department of Housing
Cassie	Leavitt	PSA Behavioral Health Agency
Erinn	Leon	Southwest Behavioral Health Services
Katherine M.	Levandowsky	Arizona Rehabilitation Services Administration
Mayor Michael	LeVault	Town of Youngtown
Margarita	Leyvas	Maricopa County
Matthew	Libby	Community Services of Arizona
Nina	Lindsey	St. Joseph the Worker
Kevin	Link	City of Glendale
Deborah	Long	Arizona Women's Education & Employment
Gabriel	Lopez	City of Phoenix
Councilmember Georgia	Lord	City of Goodyear
Anthony	Lucio	Maricopa County
Paul	Ludwick	Maricopa County Community Development
Mark	Ludwig	Arizona Department of Housing
Jennifer	Lugo	City of Phoenix
Daniel	Lundberg	City of Surprise
Jessa	Mack	City of Flagstaff
Christopher	Magee	Recovery Innovations of Arizona
Norma	Mancini	City of Surprise
Nancy	Marion	House of Refuge East
Teresa	Marshall	AZ Department of Economic Security
Dana	Martinez	A New Leaf
Jose	Martinez	
Vera	Martinez	Arizona Recreation Center for the Handicapped
Ken	Maruyama	Town of Gilbert

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Jim	Mathien	Valley Metro Rail
Jayson	Matthews	Tempe Community Council
Joy	McClain	City of Tolleson
Mark	McLaren	HDR, S.R. Bears & Associates
Lee	McIlroy	Arizona Community Foundation
David	McIntire	City of Flagstaff
Christine	McMurdy	City of Goodyear
Brande	Mead	Maricopa Association of Governments
C. Raphael	Mecham	US Dept of Housing & Urban Development
Amy	Meyertholen	Catholic Charities
Stacy	Miller	Recovery Innovations of Arizona
Wendy	Miller	City of Phoenix
Gina	Montes	City of Avondale
Janey	Montoya	City of Tolleson
Kay S.	Moore	Marc Center
Patricia	Moore	Moore Design
Teresa	Moore	Governors Council on Developmental Disabilities
Elizabeth	Morales	Arizona Behavioral Health Corp
Alex	Moreno	Arizona Department of Housing
Jean	Moriki	
Vice Mayor Peggy	Neely	City of Phoenix
Marsha	Ngiruchelbad	Valley of the Sun School and Habilitation Center
Delores	Nolan	Valley Metro
CJ	O'Connor	Area Agency on Aging
Michael	O'Neal	AARP
Shirley	Osborn	A & A Cottages
Councilmember Joanne	Osborne	City of Goodyear
Heidi	Pahl	Maricopa Association of Governments
Maggie	Palmer	Foothills Caring Corps.
Billy	Parker	Chandler Gilbert ARC
Jeff	Pearson	Keller Williams High Desert Realty
Cary	Pfeffer	ClearComm Consulting
Philip	Popovich	Phoenix Job Corps
Donna	Powers	AZ Statewide Independent Living Council
Christina	Ramirez	City of Surprise
Lucia	Ramirez	The Salvation Army-Elim House
Yolanda	Ramos	City of Tolleson
Jeanne	Redondo	National Farm Workers Service Center
Councilmember Dave	Rioux	Town of Buckeye
Karen	Rippy	EMPACT-SPC

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Leonard	Rivera	City of El Mirage
Brenda	Robbins	Department of Health Services
Randy	Roberts	City of Peoria
Sandy	Robertson	A New Leaf
Marvin	Rochelle	
Steve	Rost	AZ Department of Transportation
Max	Rowland	New Arizona Family Inc.
Mario	Saldamando	City of Goodyear
Sasha	Sallego	Gila River Indian Community
Chris	Salomone	City of Tempe
Karen	Scates	Arizona Department of Housing
Kristen	Scharlau	City of Tempe
Daryl	Scherrer	Lodestar Day Resource Center
Marcus	Schmidt	Mayor's Commission on Disability Issues
Mary	Schraven	Jewish Family Children Services
Alice	Scott	Mercy Housing
Jess	Segovia	Parsons Brinckerhoff
John	Shahan	Terros
Sandra R.	Simmons	Maricopa County Community Development
Margaret	Skiffer	US Dept of Housing & Urban Development
Laura	Skotnicki	Save the Family
Dennis	Smith	Maricopa Association of Governments
Laura	Smith	Community Economic Development Alliance
Rose	Smith	East Valley Ride Choice
Jose	Solarez	Gila River Indian Community
Marie	Soliz	Catholic Charities
Ellen	Solowey	Virgina Piper Trust
Andrea	Soule	Child Protective Services
Amy	St. Peter	Maricopa Association of Governments
Councilmember Greg	Stanton	City of Phoenix
Elaine	Starks	Gompers Habilitation Center
Jason	Stephens	Maricopa Association of Governments
Connie	Stepnitz	City of Goodyear
Nicky	Stevens	Arizona Behavioral Health Corp
Jill	Storey	MC
Janet	Strauss	Valley Metro RPTA
Erik	Strunk	City of Glendale
Char	Summerfield	Improbable Theater
Carol	Swait	A New Leaf
Brian	Swanton	Community Services of Arizona
Shawna	Tarboro	Southwest Fair Housing Council
Kristen	Taylor	City of Avondale

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Keith	Tench	Universal Tracking Solutions, Inc
Renae	Tenney	Maricopa Association of Governments
Derrick	Terry	City of Flagstaff
Brenda	Thomas	AZ Department of Health
Michelle	Thomas	YWCA
Neal	Thomas	Comtrans
Heather	Tolbert	EMPACT-SPC
Mark	Tompert	Marc Center
Manuel	Torres	AZ Department of Economic Security
Patricia	Tracey	Mesa Prosecutor's Office
Dawn	Trapp	Civitan Foundation Inc.
Dolores	Tropiano	Arizona Republic
Ashleigh	Turner	Arizona Spinal Cord Injury Assoc.
Darlene	Turner	Interfaith Community Care
Frank	Vance	Arizona Center for the Blind and Visually Impaired
Pat	Venisnik	City of Scottsdale
Mark	Venti	City of Mesa
Vice Mayor Roy	Villanueva	City of Surprise
Bertha	Villegas-Kinney	Arizona Rehabilitation Services Administration
John	Wall	CASS
Cathy	Walsh	City of Phoenix
Vice Mayor Claudia	Walters	City of Mesa
Jana	Webb	Florence Crittenton
Michael	Weddle	ASSK
Hilder	Williams	Family Advocacy Center
Ted	Williams	Arizona Behavioral Health Corp
Gerald	Wilson	Recovery Empowerment Network
Laura	Wilson	Governors Council on Developmental Disabilities
Steve	Wise	Tempe Community Council
T. Dan	Wollam	Mesa United Way
Virginia	Workman	Foothills Caring Corps
Diane	Yazzie Devine	Native American Connections
George	Young	South Mountain Village Planning Committee
Richard	Young	Beatitudes Campus
Gary	Zeck	UMOM New Day Centers
Chris	Zeilinger	Community Transportation Association of America

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