

Statewide Vision: An Arizona for everyone.

Agency Vision : An Arizona with safe, inclusive, livable communities and affordable housing options for all.

Agency Mission: Funding quality affordable housing and community revitalization to benefit all Arizonans and ensuring safe manufactured buildings throughout the state.

Agency Description: The Arizona Department of Housing (ADOH) is a cabinet-level agency created in 2002 by the State legislature to serve as the State’s primary agency to address housing issues. Primarily funded through Federal resources and fees, the agency administers and allocates housing and community development resources, serves as the state Public Housing Authority and Performance-Based Contract Administrator, and regulates Arizona’s manufactured housing and building industry.

Resource Assumptions: Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). Includes three years with actuals reflected for first year and approved for second and third year.

FY	FTEs	Funding Types:				Total
		GF	AF	NAF	FED	
23	89	\$ -	\$ 22,245,000	\$ 38,509,000	\$ 228,218,800	\$ 288,972,800
24	99	\$ 46,900,000	\$ 150,371,000	\$ 31,722,300	\$ 168,102,200	\$ 397,095,600
25	99	\$ 88,800,000	\$ 200,601,100	\$ 16,722,300	\$ 112,780,500	\$ 418,903,900

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The Department’s focus for FY 2025-2030 is to: 1) Maximize efficiency to meet the housing insecurity challenges faced by all Arizonans. To do this, the Department will invest in housing that is shovel-ready and programs that provide the quickest occupancy solutions; 2) Marshall resources by utilizing every available housing investment to its fullest, and by leveraging public-private partnerships, including with the state’s Industrial Development Authorities and the state’s business and philanthropic sector - all while remaining transparent, accountable, equitable, responsive and nimble; 3) Collaborate with our fellow state agencies and homeless service providers and housing development sector through the Governor’s new Interagency and Community Council on Homelessness and Housing and continue to engage with our stakeholders to improve access to affordable housing in our state; 4) Couple innovation with what’s tried and true by embracing new housing technologies like 3D printed homes while also revitalizing the modular housing of yesteryear as an affordable housing typology to meet today’s housing crisis; and 5) Explore flexibilities with the resources the Department stewards that are underutilized while also ensuring the Department’s regulatory framework is upheld for the safety and security of Arizonans seeking safe and affordable homes.

Arizona Department of Housing

FY 2025 -2030 Strategic Plan

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Increase the supply of affordable rental and homeownership units throughout the state by 10,000 by June 2029.** **Agency Breakthrough	2025	Housing and Human Services Produce the Housing Affordability Arizona Needs	Support the development and operating efforts and capacity of stakeholders who have been awarded federal and state funding to aid in the creation of quality affordable homeownership opportunities, affordable rental units, as well as additional shelter and transitional beds.
2	Reduce overall homelessness by 10% by June 2029.	2025	Housing and Human Services Rehouse and Shelter more Arizonans	On an annual basis, have quantifiable outcomes from the Governor's Interagency Council on Housing and Homelessness that address the housing crisis experienced by Arizonans that lack safe and accessible shelter and are in need of affordable housing.
3	By June 2029, increase the percentage of households served through the weatherization and homeowner rehabilitation programs by 15%.	2025	Housing and Human Services Produce the Housing Affordability Arizona Needs	Track performance of weatherization providers on a monthly basis and move funding as necessary to gain optimal performance for more assisted homeowners. Establish and track Owner Occupied Housing Emergency Repair program. Release Notice of Funding Available for Owner Occupied Housing Rehabilitation Programs with priority points for Owner Occupied Manufactured Housing.
4	Increase percentage of housing providers that are using homeless preferences from 65% to 90% by June 2029.	2025	Housing and Human Services Rehouse and Shelter more Arizonans	To assist in the reduction in homelessness and unsheltered population, on a quarterly basis, we will communicate and train for the implementation and management of homeless preferences in Tenant Selection Plans that includes US Department of Housing and Urban Development's (HUD) increased management fees.
5	Reduce processing times for permit applications from an average of 10 (current baseline) days to 7 days by June 2029.	2025	Housing and Human Services Produce the Housing Affordability Arizona Needs	Permit applications are required for the installation of each unit that is regulated by the Manufactured Housing and Building Division. A reduction in turnaround will allow licensees to rapidly proceed with the installation of these regulated buildings. Travel and outreach planning is underway to ensure communication and information sharing sessions are provided on at least three occasions per quarter.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1**	<p>1a) By the end of June 2025, Increase the supply of affordable rental and homeownership units throughout the state using ADOH resources..</p> <p>1b) By the end of June 2025, Increase the number of shelter and transitional beds provided throughout the state using ADOH resources.</p> <p>**Agency Breakthrough</p>	<p>1a- Number of units constructed/completed using ADOH resources</p> <p>1b- Number of transitional and shelter beds created using ADOH resources.</p>	<p>1a- Administer federal, state tax credit allocations, federal HUD funding as well as state housing trust funds to expand the supply of affordable housing throughout the state, particularly for low- and moderate income households and households who face barriers to accessing affordable housing opportunities.</p> <p>1b- Utilize federal and state funding, including the state Homeless Shelter and Services Fund to expand the supply beds for shelter and transitional housing.</p>
2	<p>2) By June 2025, reduce overall homelessness by 2%</p>	<p>- % of homelessness reduction</p>	<p>Measured annually through the Point in Time (PIT) Count and statewide Homeless Management Information Systems report as well as data produced through the Governor’s Interagency Council on Housing and Homelessness (GICCHH), strategically deploy ADOH resources such as State HTF and HSSF, as well as the GICCHH Action Framework to end homelessness.</p>
3	<p>3) By June 2025, increase the percentage of households served through the weatherization and homeowner rehabilitation programs by 3%.</p>	<p>- Percentage of households served compared to last year.</p>	<p>Utilize federal and local funding to support weatherization and rehabilitation improvements for homeowners and renters. Trumpet ADOH’s role in mitigating extreme heat in housing through its weatherization programs and state funding.</p>
4	<p>4) By June 2025, increase the percentage by 5% of housing providers with a preference for homeless and unsheltered in their Tenant Selection Plans.</p>	<p>- % increase of providers with homeless and unsheltered preference in their Tenant Selection Plans.</p>	<p>- Provide technical assistance to communicate homeless preferences in Tenant Selection Plans. Reiterate the US Department of Housing and Urban Development (HUD)’s increased management fees and test for compliance in the homeless preferences.</p>
5	<p>5a) By June 2025, partner with local industry groups to highlight the Manufactured Housing and Building Division requirements and the benefits of offsite construction.</p> <p>5b) By June 2025, process and manage the number of days from receipt to approval of permit applications to ensure a reduction in turnaround time from 10 days to 7 days or less.</p>	<p>- Increase # of meetings, communications & roundtables held quarterly</p> <p>- Reduction in # of days from receipt to approval</p>	<p>- Through increased touchpoints, industry meetings, and roundtable discussions, the manufactured housing industry will be more knowledgeable on the division’s regulatory processes and rationale and both parties will be kept up to spend on industry trends.</p> <p>- Real time monitoring through improved internal systems and processes to maintain permit approval and issuance within 7 days of receipt of a complete applications.</p>

Stakeholder involvement: Provide a summary of what stakeholders were involved and how.

Internal: Before completing and circulating Housing's Strategic Plan, Housing will engage in internal strategic planning sessions with key Executive Leadership and the Agency at large. We believe that an all-hands-on-deck approach incites Agency-wide buy-in to the Agency's mission, and demonstrate that each opinion, idea, and collaboration is critical to the Agency's success. Following external feedback sessions, Executive Leadership will share these outcomes as well with all Staff, and before the final Plan is complete, confirm an Agency-wide understanding of the Agency's mission and goals. As with external engagement, we will provide updates and metric accomplishments, solicit feedback on challenges, and keep communication open and collaborative throughout the entire Plan period.

External: To develop a people-first holistic Strategic Plan, Housing will engage and collaborate with sister agencies and the broader housing community, including non traditional stakeholders (local, regional/state, tribal, for profit, and non-profit experts and practitioners) for the mutually beneficial creation and exchange of knowledge and resources in a context of partnership and reciprocity. Housing will generate a positive impact for all Arizonans by engaging in cutting-edge research on what housing and housing services are most impactful complimentary in mitigating supporting the State's affordable housing crisis and promoting the creation, preservation, and long-term sustainability of Arizona's affordable housing stock. With this research, and Housing serving as a funding conduit, we will program dollars informed by the community in full cloaked in transparency and accountability. We will provide updates and metric accomplishments, solicit feedback on challenges, and keep communication open and collaborative throughout the entire Plan period.

Communication Plan: Provide a summary of how this strategic plan will be communicated to stakeholders.

Internal: We will provide all employees with an opportunity to collaborate, provide feedback, and understand all components, roles, and responsibilities of the Plan via the right channels and at the appropriate time so that everyone is on the same page **and takes a sense of responsibility or ownership**. We will hold several strategic planning meetings at various levels, Executive, Administrators, and front-line staff to obtain feedback and recommendations to this end. As we report on metrics will have all agency staff meetings to apprise of wins, challenges, and any modifications to the Plan as needed. We will distribute the final Plan to all ADOH staff via email as well as post it on our website.

External: We will share our final Plan with all constituents and stakeholders by posting the plan on our website. We will explain our core values and how the Plan was derived to meet the needs of all Arizonans. We hope to communicate our brand, purpose, outcomes, and how to effectively engage with Housing so that it is clear, and concise which includes website modernization.