

**Vision:** To promote, preserve and invest in affordable housing; protect consumers; and revitalize communities to make Arizona the best place to live.

**Mission:** Providing affordable housing and community revitalization to benefit the people of Arizona.

**Agency Description:** The Arizona Department of Housing is a cabinet level agency, created in 2002 by the State legislature to serve as the State's primary agency to address housing issues in the State. Primarily funded through Federal resources and fees, the agency administers housing and community development resources, serves as the State Public Housing Authority, and regulates Arizona's manufactured housing industry.

**Executive Summary:** The Department's focus for FY21 include: **Create the best living environment for Arizona's citizens and communities** by targeting its resources to encourage the development of sustainable, energy-efficient, accessible housing in areas of opportunity with private and community partners; working with rural cities and counties to make good and timely investments in community development and revitalization through federal resources; and operating at the speed of business to regulate the manufactured housing industry in order to protect consumers. **Coordinating efforts to reduce homelessness** by providing a safety net for struggling homeowners by providing timely assistance to avoid foreclosures; and reducing homelessness by working with other public and private partners and making resources available to re-house people. **Practicing fiscal responsibility** by providing efficient and effective financial services; wisely investing available resources; and addressing the challenging lack of resources in Arizona to improve the state's most critical housing problems by finding innovative ways to finance the Department's mission without general fund support.

## Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Increase affordable housing opportunities	2017	<ul style="list-style-type: none"> <li>Achieved annual goal, producing 1996 new affordable rental units.</li> <li>Assisted 398 homebuyers with down payment and closing cost assistance of \$6.8M restoring market balance within underperforming zip codes.</li> </ul>
2	Reduce homelessness	2017	<ul style="list-style-type: none"> <li>Housed 475 households experiencing homelessness through the Rapid Rehousing Program.</li> <li>Prevented 850 Households from being evicted through continuing Phase II of the Eviction Prevention Program.</li> <li>Launched emergency Rental Assistance program 3/2020 to avoid COVID-related evictions.</li> </ul>
3	Improve low income communities	2018	<ul style="list-style-type: none"> <li>Exceeded goal, increasing from 75% to 81% the number of CDBG projects that are compliant with the Schedule of Completion, resulting in more timely investment of federal resources to Arizona's low-income rural communities.</li> <li>Completed the rehabilitation/weatherization of 992 homes.</li> <li>Achieved goal of "High Performer" status with our Public Housing Authority.</li> <li>Achieved excellent results in our Annual Compliance Review in the Project Based Contract Administration division and 1602 review in the Low Income Housing Tax Credit review.</li> </ul>
4	Enhance agency practices to align with business needs	2020	<ul style="list-style-type: none"> <li>This new initiative focuses on the alignment of agency functions with those of our industry partners to improve results through efficient and effective systems and practices.</li> </ul>

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1.	<ul style="list-style-type: none"> <li>Produce more affordable rental units</li> </ul>	<ul style="list-style-type: none"> <li>Number of affordable housing units developed</li> </ul>	<ul style="list-style-type: none"> <li>Continue to refine the Qualified Action Plan (QAP) and other lending standards to promote higher production of rental units through the cost effective use of agency resources</li> <li>Continue to refine lending standards to avoid high risk and time intensive loan proposals</li> <li>Create an “ADOH as Primary Lender” loan product for non-profit supportive housing developments</li> </ul>
	<ul style="list-style-type: none"> <li>Aid inmates leaving state prison with short term housing solutions to reduce recidivism</li> </ul>	<ul style="list-style-type: none"> <li>Number of offenders attending orientation on housing assistance program.</li> <li>Total number of ex-offenders currently receiving housing assistance each month.</li> </ul>	<ul style="list-style-type: none"> <li>Continue financial assistance pilot at Lewis Prison’s Eagle Point Second Chance Center</li> </ul>
2.	<ul style="list-style-type: none"> <li>Re-house homeless persons through the Rapid Rehousing Program</li> </ul>	<ul style="list-style-type: none"> <li>Number of households assisted</li> </ul>	<ul style="list-style-type: none"> <li>Implement standardized use of the VI-SPDAT ensuring that persons of appropriate acuity are provided rapid rehousing assistance</li> </ul>
	<ul style="list-style-type: none"> <li>COVID 19 Response to Eviction prevention – Provide Rental Assistance</li> </ul>	<ul style="list-style-type: none"> <li>Number of households assisted with rent</li> </ul>	<ul style="list-style-type: none"> <li>Provide rental assistance to households statewide that have had a COVID 19 related hardship.</li> </ul>
	<ul style="list-style-type: none"> <li>Help low-income households avoid eviction and foreclosure</li> </ul>	<ul style="list-style-type: none"> <li>Number of households assisted to avoid eviction</li> <li>Number of household assisted to avoid foreclosure</li> </ul>	<ul style="list-style-type: none"> <li>Continue Eviction Prevention Pilot Program launched in FY2019; Phase II</li> <li>Continue providing foreclosure assistance through Save Our Home AZ</li> </ul>
3.	<ul style="list-style-type: none"> <li>Ensure timely investment of federal funding into Arizona’s low-to moderate income rural communities</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Community Development Block Grant projects on schedule</li> </ul>	<ul style="list-style-type: none"> <li>Implement monthly reporting requirements</li> <li>Scrutinize application schedules for feasibility of completing projects as represented</li> <li>Ensure special conditions of CDBG contracts address past performance concerns</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure preservation of affordable housing through compliance</li> </ul>	<ul style="list-style-type: none"> <li>Number of compliance audits completed with excellent results</li> </ul>	<ul style="list-style-type: none"> <li>Continual improvements in program administration through effective communication</li> </ul>
	<ul style="list-style-type: none"> <li>Continue providing rehabilitation and weatherization to improve aging housing stock</li> </ul>	<ul style="list-style-type: none"> <li>Number of sub-standard owner-occupied housing units rehabilitated</li> </ul>	<ul style="list-style-type: none"> <li>Continue housing rehabilitation and weatherization programs</li> </ul>
4.	<ul style="list-style-type: none"> <li>Enhance functions of the agency to better meet the needs of industry partners</li> </ul>	<ul style="list-style-type: none"> <li>Application integration in the manufactured housing division</li> </ul>	<ul style="list-style-type: none"> <li>Product and developer selection</li> <li>Transition from multiple systems to a singular system combined with data migration</li> </ul>
		<ul style="list-style-type: none"> <li>Complete implementation of new loan servicing application</li> </ul>	<ul style="list-style-type: none"> <li>Complete application transition system</li> </ul>
		<ul style="list-style-type: none"> <li>Number of installation inspections per permit (manufactured home, mobile home and factory built building).</li> </ul>	<ul style="list-style-type: none"> <li>Standardize installation procedures</li> <li>Conduct training among the licensed installers to inform and educate the industry of the proposed procedures</li> <li>Collaborate with local jurisdictions to ensure uniformity across the state</li> </ul>
		<ul style="list-style-type: none"> <li>Standardized telework schedules</li> </ul>	<ul style="list-style-type: none"> <li>Establish standardized schedules for telework targeted positions</li> </ul>