

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

**Mission:** Providing quality affordable housing, safe manufactured buildings, and community revitalization to benefit all Arizonans.

**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. 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.

**Executive Summary:** The Department’s focus for FY2024 is to: 1) **Maximize efficiency** to meet the housing insecurity challenges our state faces. 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, 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 the affordable housing landscape 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.

## Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Increase affordable housing opportunities	2023	<ul style="list-style-type: none"> <li>7,300 units funded with 9% and 4% Federal LIHTC</li> <li>538 units funded with State LIHTC</li> <li>Affordable Housing NOFA’s Released – HOME, National Housing Trust Funds, State Housing Trust Funds</li> <li>Awarded 84 additional Veteran-only (VASH) Housing Choice Vouchers, which more than doubled the size of the PHA in the last 5-years from 149 to 328 Housing Choice Vouchers</li> </ul>
2	Reduce Homelessness	2021	<ul style="list-style-type: none"> <li>HTF Capacity grants awarded to all 13 Balance of State (BoS) counties adding 15 Full Time Employees for BoS outreach, coordination and housing supports; provided over 90 BoS rapid rehousing placements in BoS</li> <li>Local Coalition to End Homelessness (LCEHs) established in 100% of BoS Counties; HUD Rural NOFO award will add services in three rural counties; 11% reduction in unsheltered homelessness (2023 PIT)</li> <li>Acquired 3 hotels for rehab into transitional bridge housing, adding 153 non-congregate housing units. Awarded funding for a 4<sup>th</sup> hotel acquisition of additional 35 units with Close of Escrow estimated in early SFY24</li> <li>46 Emergency Housing Vouchers (specifically for homeless) are currently issued and searching for housing or leased up in Yavapai County</li> <li>Prevented foreclosure for 5,970 Households via the Homeowner Assistance Fund (HAF) Program</li> </ul>
3	Improve low income communities	2018	<ul style="list-style-type: none"> <li>Improved 722 low income owner occupied housing units through weatherization or rehabilitation with 243 (or 34%) of those units being Manufactured Housing</li> <li>Increased Payment Standard to 120% for all Veteran-only (VASH) Housing Choice Vouchers, improving the success rate and the communities wherein Veterans reside</li> </ul>
4	Enhance agency practices to align with business needs	2020	<ul style="list-style-type: none"> <li>Reduced installation permit turnaround time from 7 business days to 3-4 business days. This reduction allows for the expeditious lending and installation of mobile homes, manufactured homes and factory-built buildings</li> <li>Reengineered the Manufactured Housing and Building Division customer portal to allow users to obtain real-time status of license/permit applications. Renewals, extensions and status queries no longer require the assistance of division staff and can be performed independently based on the needs of the customer</li> <li>Implemented and utilized electronic signatures, quick response (QR) codes in PHA advertising, and online PHA applications</li> </ul>

Strategy	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1.	<ul style="list-style-type: none"> <li>Incentivize the development of affordable housing statewide, including prioritizing shovel ready projects</li> </ul>	<ul style="list-style-type: none"> <li># of units created statewide</li> <li>Length of time between commitment of funding to commencement of construction</li> </ul>	<ul style="list-style-type: none"> <li>Outreach with stakeholders &amp; finalize the 2024-25 Qualified Action Plan (QAP)</li> <li>Outreach with stakeholders and release a Notice of Funding Availability (NOFA) for State Housing Trust Funds</li> <li>Continue collaboration with housing stakeholders including jurisdictions and developers</li> <li>Provide housing data to local decision makers to create affordable housing in their communities</li> </ul>
	<ul style="list-style-type: none"> <li>Increase affordable housing opportunities through efficient utilization of new and existing voucher allocations</li> </ul>	<ul style="list-style-type: none"> <li># of Housing Choice Vouchers issued</li> <li># of VASH vouchers issued</li> <li>% increased EHV utilization</li> </ul>	<ul style="list-style-type: none"> <li>Issue all available Housing Choice Vouchers (HCV) from the Waiting List opening and lottery process</li> <li>Increase collaboration and communication with the VA to increase VASH utilization</li> <li>Hold an additional 4 (minimum) collaboration meetings with Continuum of Cares (CoC) to double lease-ups (utilization) of Emergency Housing Vouchers (EHV)</li> <li>Maximize utilization of voucher assistance provided by the Department</li> </ul>
2.	<ul style="list-style-type: none"> <li>Increase quick occupancy housing solutions and supportive services for persons experiencing homelessness</li> </ul>	<ul style="list-style-type: none"> <li># of transitional housing beds</li> <li># of persons served</li> </ul>	<ul style="list-style-type: none"> <li>Leverage Federal and State Funds for the acquisition/rehabilitation of facilities to provide shelter and transitional housing beds for persons experiencing homelessness</li> <li>Continue to fund grant program for cities, towns and counties for homeless services programs designed to address unsheltered homelessness</li> <li>Support the development of units for homeless youth</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance Homeless Programs and Services in the Balance of State (BOS)</li> </ul>	<ul style="list-style-type: none"> <li># of shelter beds/units</li> <li># of persons served</li> </ul>	<ul style="list-style-type: none"> <li>Increase shelter capacity across Balance of State and ensure all counties have Emergency Shelter capacity</li> <li>Continue to make investment in Local Coalitions to end Homelessness (LCEH) capacity building</li> </ul>
	<ul style="list-style-type: none"> <li><b>Breakthrough</b> – Operationalize the Governor's Interagency and Community Council on Housing and Homelessness (GICCHH)</li> </ul>	<ul style="list-style-type: none"> <li># of GICCHH meetings held during quarter</li> <li>Establish workgroups and action items to create a statewide plan with performance metrics</li> </ul>	<ul style="list-style-type: none"> <li>Staff the GICCHH and its work groups/subcommittees, including agenda setting, meeting minutes, and calendar invites</li> <li>Provide technical assistance to the GICCHH and its work groups/subcommittees including research and data collection, correspondence, and presentations</li> <li>Collate and share policy recommendations gathered internally by ADOH staff to advance the outcomes of the GICCHH</li> </ul>
3.	<ul style="list-style-type: none"> <li>Increase production and number of sub-standard housing receiving rehabilitation or weatherization improvements</li> </ul>	<ul style="list-style-type: none"> <li># units rehabbed and/or weatherized</li> <li># of Sub-standard manufactured housing improved</li> </ul>	<ul style="list-style-type: none"> <li>Increase production of weatherized units by 20%</li> <li>Expansion of housing rehabilitation programs statewide</li> <li>Coordinate and implement best practices and policies for improved statewide delivery of weatherization services</li> </ul>
4.	<ul style="list-style-type: none"> <li>Improvements to modular building and manufactured housing process and procedures</li> </ul>	<ul style="list-style-type: none"> <li># of days for plan review</li> <li>% of completion for Salesforce implementation</li> </ul>	<ul style="list-style-type: none"> <li>Reduce plan review turnaround time</li> <li>Implement a HUD provision for consumer protection for retailers lots</li> <li>Complete Salesforce implementation</li> </ul>
	<ul style="list-style-type: none"> <li>Upgrade agency's public website to improve navigation and accessibility</li> </ul>	<ul style="list-style-type: none"> <li>% of project completion</li> </ul>	<ul style="list-style-type: none"> <li>Through continuous improvement and utilizing the latest web platform, the agency shall fine-tune its website to improve navigation, user experience, and data/content accessibility</li> </ul>