

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 FY22 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"> Exceeded annual goal, producing 2,336 new rental units. The number of units financed with 4% LIHTC increased by 71.5% over FY 2020 (1,268 of the total 2,336 units). Assisted 1,373 homebuyers with down payment and closing cost assistance of \$23M restoring market balance within underperforming zip codes.
2	Reduce Homelessness	2021	<ul style="list-style-type: none"> Housed 319 households experiencing homelessness through the Rapid Rehousing Program. Prevented 852 Households from being evicted through continuing Phase II of the Eviction Prevention Program. Expanded shelter opportunities by providing funding for US Vets, CASS, CPLC, Saint Vincent de Paul Established relationships with shelter and housing providers and began weekly roundtables to discuss issues and gaps in homelessness services. Assisted Balance of State Continuum of Care (CoC) with HUD Emergency Housing Voucher implementation statewide. Entered into MOU with Yavapai CoC to house 46 homeless families.
3	Improve low income communities	2018	<ul style="list-style-type: none"> Improved outreach and engagement with low-income communities by delivering over \$9 million in CDBG funding to 36 projects for infrastructure improvements, housing rehab, community facilities, and public services 2021 LIHTC – funded 8 rural projects with 907 units 934 Weatherization units were completed 100% lease-up of regular Housing Choice Vouchers in Yavapai County FY2021.
4	Enhance agency practices to align with business needs	2020	<ul style="list-style-type: none"> New permitting system selected and contracted, system designed to streamline permitting and inspection processes and improve reporting and tracking. Agency continued teleworking and seeking outsourcing opportunities to reduce staffing and footprint.

Strategy	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1.	<ul style="list-style-type: none"> Produce more affordable housing units in both urban and rural communities 	<ul style="list-style-type: none"> Number of urban and rural affordable housing units developed % increase in units funded over prior year 	<ul style="list-style-type: none"> Streamline the application review process and the Qualified Action Plan (QAP) for all stakeholders. Conduct focus groups to enhance stakeholder engagement well in advance of public hearings related to the QAP. Utilize all funding sources, including the new State LIHTC Program, to increase financing for the production of at least 50% more new affordable rental units than previous year. Increase partner engagement and seek creative opportunities to increase housing development Statewide.
2.	<ul style="list-style-type: none"> Re-envision the homelessness breakthrough project 	<ul style="list-style-type: none"> % increase in shelter/transitional housing units % increase in homeless persons placed in regional shelter or transitional housing outside the Human Services Campus 	<ul style="list-style-type: none"> Convene State agencies, form a leadership group, and determine goals for Homelessness Breakthrough. Create goal-driven subcommittees with appropriate State agencies, local jurisdictions, service providers, and community organizations. Improve Statewide communication and coordination of homeless services Work with other State Agencies to create supportive housing for SMI population. Implement Breakthrough goals and increase regional shelter/transitional housing units.
	<ul style="list-style-type: none"> Re-house homeless persons through the Rapid Rehousing Program 	<ul style="list-style-type: none"> Number of households assisted Ave number of days to house homeless persons with RRH assistance 	<ul style="list-style-type: none"> Continue financial assistance to organizations managing Rapid Rehousing Programs. Analyze target populations being served and implement a focused effort of getting people experiencing homelessness into permanent housing within as close to 30 days as possible.
	<ul style="list-style-type: none"> Aid inmates leaving state prison with short term housing solutions to reduce recidivism 	<ul style="list-style-type: none"> Number of offenders receiving housing assistance each month % of eligible offenders participating in pilot. 	<ul style="list-style-type: none"> Continue financial assistance pilot at Lewis Prison's Eagle Point Second Chance Center. Track program data prepared by ASU to analyze major findings, recommendations and lessons learned to improve program outcomes. Reorganize and collaborate with partners as needed.
	<ul style="list-style-type: none"> Effectively utilize Federal Homeowner Assistance Funding to prevent homelessness 	<ul style="list-style-type: none"> Number of households assisted % of eligible households submitting applications Number of foreclosures prevented 	<ul style="list-style-type: none"> Outsource program to provide homeowner assistance with mortgage and utility payments quickly and efficiently to prevent foreclosures. Conduct a Needs Assessment to effectively serve constituents and target outreach.
3.	<ul style="list-style-type: none"> Ensure investment of federal funding into AZ low-to moderate income rural communities 	<ul style="list-style-type: none"> % of CDBG awards to rural projects % of rural housing projects funded with LIHTC & HTF 	<ul style="list-style-type: none"> Ensure at least 50% of CDBG funding is awarded to rural projects in low to moderate income communities. Ensure at least 25% of LIHTC and Housing Trust Funds are awarded to rural projects in low to moderate income communities.
	<ul style="list-style-type: none"> Continue providing rehabilitation and weatherization to preserve & improve aging housing stock 	<ul style="list-style-type: none"> Number of sub-standard owner-occupied housing units rehabilitated 	<ul style="list-style-type: none"> Focus efforts on providing assistance to priority populations and aging mobile/modular homes. Procure new weatherization database to improve construction work flow and tracking.
4.	<ul style="list-style-type: none"> Enhance the agency's permitting system to streamline plan review and improve customer service 	<ul style="list-style-type: none"> Number of permit applications Average days for plan review completion. 	<ul style="list-style-type: none"> Salesforce solution selected and awarded contract. Implementation goal is October 2021. Provide online and realtime project status. Implement electronic plan review. Provide system access to authorized jurisdictions under inspection agreements for realtime tracking.
	<ul style="list-style-type: none"> Improve statewide permit and inspection reporting Reduce the number of installation inspections per permit 	<ul style="list-style-type: none"> Average number of installation inspections per permit Average time between permit and final inspection approval. 	<ul style="list-style-type: none"> Continue to collaborate with local jurisdictions to ensure installation inspection uniformity across the state. Continue to provide training on standardized procedures as needed for new installation inspection partners. Provide technical assistance to authorized jurisdictions under an inspection agreement with excessive permit and inspection turnaround time.
	<ul style="list-style-type: none"> Right size the footprint and space needs for ADOH 	<ul style="list-style-type: none"> Standardize telework assignments 	<ul style="list-style-type: none"> Review space needs in light of telework and outsourcing of Federal programs.