

PHOENIX HOUSING DEPARTMENT

5-Year Summary of Accomplishments

• 2021-2026 •



ADVANCING HOUSING | STRENGTHENING COMMUNITIES | TRANSFORMING LIVES



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MESSAGE FROM THE DIRECTOR

TITUS MATHEW

In June 2021, I was appointed Housing Director. This past June marked my fifth year in the role, and my wife and I also celebrated our 30th wedding anniversary, two significant milestones that made the month especially meaningful. As I reflected on the past five years, I began thinking about our staff and all that you have accomplished and the great work you have done. In talking with my management team, we decided to compile a report of our accomplishments and the fun we have had over the last five years, to share with all of you.

This report reflects all the hard work, innovation, and creativity the department has achieved with limited resources. I am grateful to all of you for being part of the Housing team and the incredible work that has been done to support our residents and our housing mission.

Our department's mission is "Providing quality affordable housing and a pathway to self-sufficiency", which has been at the center of our work.

Over the past five years, the Housing Department has worked diligently to expand housing options, build strong community partnerships, and support residents throughout Phoenix. These efforts have changed lives, transformed neighborhoods, and increased access to affordable housing throughout the City.

This report highlights the impact of our programs, developments, and community partnerships, and the following pages demonstrate our department's commitment to serving the community. Our achievements are a direct reflection of the people behind them. Housing Department employees showed remarkable dedication in keeping services running through the COVID-19 pandemic, hosting hundreds of community events, supporting youth, seniors, and families with compassion, and collaborating across divisions with creativity and professionalism. Every call, every case note, every site visit made a difference.

One of my favorite stories is of a 93-year-old public housing resident, who was provided with a tablet and staff teaching her how to use it and safely browse the internet. She was able to connect with family through video calls and conduct telemedicine appointments with her physician. This is a reflection and dedication of all of you. Your work is seen, valued, and deeply appreciated.



I want to thank the Mayor and Council for their leadership and support in providing direction on housing policy, general fund support and in the creation of the city's first Housing Trust Fund with \$15 million in dedicated funding. This is a first for the city, and hopefully other cities in Arizona will implement a Housing Trust Fund.

I am grateful to my leadership team, Aubrey, Angela, Samantha, Marla, Elenia, Zona and Keon, for their management of their divisions, guidance, and hard work keeping our complex federal and non-federal programs running smoothly. Their commitment to supporting their staff and fostering strong, collaborative teams have a powerful impact on the quality and success of our work.

I also want to thank Gina Montes, Deputy City Manager (my boss), for her support over the last five years (she also celebrates five years as Deputy City Manager), as well as the City Manager's Office for their support and guidance.

In 2024, we joined LinkedIn and now have more than 2,200 followers. I encourage you to follow us. As you may know, I am a foodie and I have implemented a tradition of inviting the management team to lunch every first Friday of the month. The only criterion for choosing a restaurant is that it must be a local, non-chain spot here in Phoenix. Over time, we have enjoyed many excellent meals together and discovered some real hidden gems. We have shared the names of the restaurants we have visited on our LinkedIn page. Family and friends often ask me for Phoenix recommendations, and they have been impressed by the food and the diversity of local food choices. Thank you to everyone who shared restaurant recommendations.

I hope all of you enjoy reading this report and are proud of all that you have accomplished in the past five years.

Titus



Pictured left to right:

Marla Tannenbaum, Deputy Housing Director-Property & Asset Management | **Elenia Sotelo**, Deputy Housing Director-Housing Choice Voucher Programs
Samantha Keating, Deputy Housing Director-Affordable Housing | **Titus Mathew**, Housing Director
Aubrey Gonzalez, Assistant Housing Director | **Zona Pacheco**, Deputy Housing Director-Supportive Services
Keon Montgomery, Deputy Housing Director-Management Services | **Angela Duncan**, Deputy Housing Director-Housing Development

Housing Department Snapshot

QUALITY AFFORDABLE HOUSING AND A PATHWAY TO SELF-SUFFICIENCY

CURRENT



46

multifamily properties
(5 under construction)



5,848

housing units
(545 under construction)



7,981

housing choice vouchers
administered



10,830

units supported with
HOME gap financing
(935 pre-construction + under construction)



135

full-time employees

\$246.2

million operating budget
(FY25/26)

UNDERWAY



\$7 million

HOME gap financing
(236 units proposed w/
25/26 allocation)



\$1.5 million

HOME down payment
assistance
(est. 60 loans)

ARPA



\$5 million
community
land trust
(25 homes w/
initial funding)



\$6 million
gap
financing
(544 units
supported)



\$21.3 million
HOME-ARP



\$7.8 million
(ARPA + CARES Act)
landlord
incentives
(5,000+ payments made)

Choice Neighborhoods



\$42.5 million + \$5 million
implementation grants &
ARPA funding
(1,000+ mixed-income units)
Edison-Eastlake Community

\$500,000
planning grant

Marcos de Niza-Grant Park
Community

Ongoing



Housing Phoenix Plan

- **Redevelop city-owned land with housing**
(144 parcels set aside)
- **50,000 units by 2030**
(69,000+ created or preserved w/
55% market rate & 20% affordable)



Housing Phoenix Plan

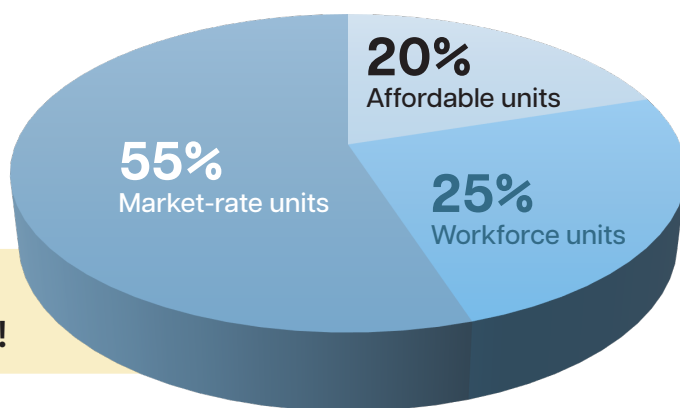
CREATING OR PRESERVING 50,000 UNITS BY 2030

Historic Accomplishment

The City exceeded the Housing Phoenix Plan's (HPP) 50,000 housing unit goal five years ahead of schedule, reaching **69,187 units** created or preserved through June 2026, which represents more than 134% of the total target.

Affordable units have doubled.....
from under 10% in 2020, to 20% today!

Units Created or Preserved



Affordable: 80% AMI or below
Workforce: 80–120% AMI
Market-rate: 120% AMI and above



Strategic Outcomes

- As of June 2026, **70% of City-owned parcels** in the HPP portfolio have moved into solicitation, redevelopment, leveraged partnerships, or alternative use.
 - Multiple City departments** assisted by streamlining permitting, ensuring land readiness, completing environmental reviews, supporting rezoning, engaging the community, securing financing, and issuing Requests For Proposals.
- Planning and Development
 - Neighborhood Services
 - Community and Economic Development
 - Human Services
 - Parks and Recreation
 - Office of Environmental Programs



Major Funding Milestones

- Housing Trust Fund Creation (2025)** with \$15 million in one-time resources after Council adoption.
- Innovative City/School District/Phoenix Industrial Development Authority partnerships will result in **360 new affordable units on excess Isaac and Alhambra school district land.**
- ARPA gap financing successfully **supported 500+ new affordable units** – all projects completed by 2026.



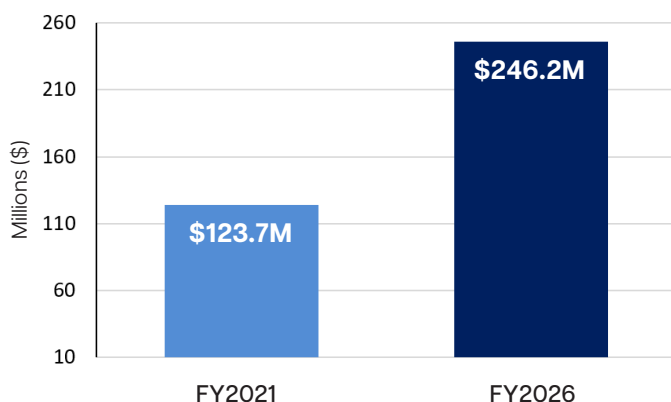


Operating Budget

STRATEGIC GROWTH FOR A STRONGER HOUSING FUTURE

Since fiscal year 2021, the Housing Department has strategically expanded both Operating and Capital budgets to address the evolving housing needs of Phoenix. Through targeted investments, the department has advanced modernization, redevelopment, preservation, and the creation of new affordable housing. These initiatives have strengthened resident services, improved asset conditions, and enhanced the City's capacity to deliver safe, stable, and affordable housing. This growth reflects responsible organizational scaling, diversification of funding sources, and a sustained commitment to fiscal stewardship and long-term community stability.

Operating Budget Growth

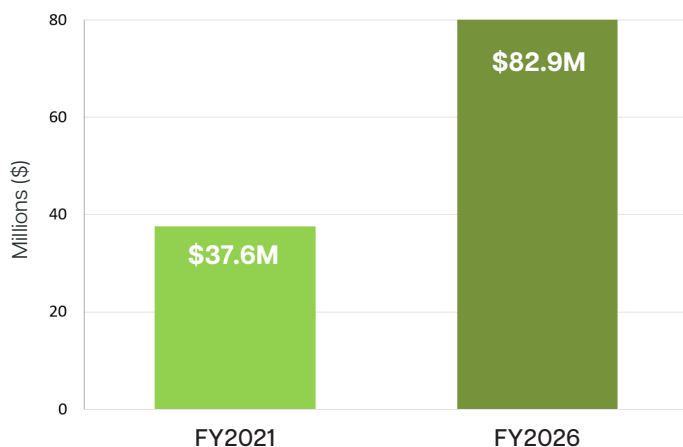


Over the past five years, the Department's operating budget has nearly doubled, rising from \$123.7M to \$246.2M.

This growth reflects funding increases in:

- HCV support
- Affordable Housing
- Other Grants (ARPA, SLFRF)
- General Fund

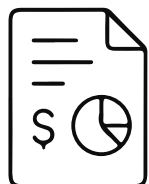
Capital Improvement Program (CIP) Growth



Capital Improvement Program Growth increased over 120% from \$37.6M to \$82.9M.

This increase enabled:

- Modernization of public housing communities
- GO Bond preservation projects
- Choice Neighborhoods redevelopment
- Long-term asset stability citywide



Management Services

PROVIDING FINANCIAL STEWARDSHIP, PROCUREMENT & OVERSIGHT

The Housing Department's strategic accomplishments are supported by the Management Services Division, which provides the operational framework essential to every division's success. Through its leadership in contracts, procurement, compliance, financial reporting, vendor coordination, and interdepartmental collaboration, the division ensures that complex development efforts, program operations, and federally funded initiatives are supported. This foundation allows the Department to advance high-impact housing priorities and deliver consistent, accountable service to the community.



\$246M

DEPARTMENT
ANNUAL BUDGET



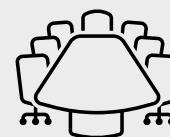
3%

ANNUAL AVERAGE
SAVINGS



93

SOLICITATIONS
COMPLETED
in the past 5 years



17

INSTRUMENTALITIES
ESTABLISHED
in the past 5 years

General Funds

In fiscal year 2026, the Department received \$4.5 million in General Fund support. Through disciplined budget management and ongoing cost-saving practices, the Department achieved an average annual savings of 3%, generating \$326,724 in cumulative savings over five years. These efforts reinforce the Department's commitment to responsible financial stewardship and maximizing resources for vital housing programs.

Procurement

With a dedicated team of just three procurement professionals, the Department self-performed all procurement activities supporting development, maintenance, and program operations. Over five years, the team completed 93 solicitations, averaging 19 per year, demonstrating strong operational efficiency in a highly regulated environment.

- ✓ 48 Request For Proposals
- ✓ 6 Call For Interest
- ✓ 39 Other

Instrumentalities

To advance complex, mixed-finance housing developments, the Department forms and manages corporate instrumentalities that enable tax-credit equity, federal financing, and specialized partnerships. Over the past five years, the Department created 17 new instrumentalities, strengthening its ability to execute large-scale projects, accelerate redevelopment, and preserve long-term affordability across its portfolio.



Development: Choice Neighborhoods

COMMUNITY-DRIVEN NEIGHBORHOOD TRANSFORMATION

The City of Phoenix Housing Department advances the Choice Neighborhoods Program by investing in our communities and the residents who call them home. Mixed-income development, along with revitalized housing, parks, services, and community spaces, fosters stability and opportunity. At the core of our work is meaningful partnership with residents - listening to their ideas and building neighborhoods where families feel supported, connected, and proud to call Phoenix home.



EDISON-EASTLAKE

Choice Neighborhoods Implementation

Overall Progress

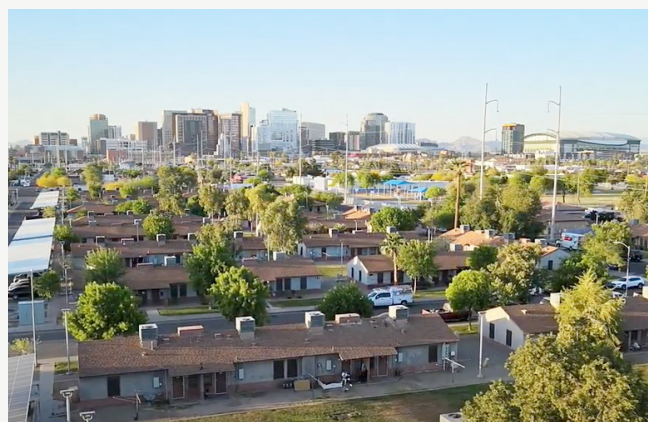
835 units completed or under construction
-80% of the 1,019-unit plan

Award-Winning Mixed-Income Communities

- Soluna **177** units
- Harmony at the Park **325** units
- Horizon on Villa **109** units planned
- Girasol **364** units planned
- Homeownership Opportunities
44 affordable and market rate units planned

Community Facilities

- Thash Mahd (formerly Edison Impact Hub), completion late 2026
- Edison Park Expansion, completion early 2027
- Horizon One Vision Center, completion late 2027



MARCOS DE NIZA/GRANT PARK

Choice Neighborhoods Planning Grant

\$500,000 grant award in 2024 to shape the long-term redevelopment vision for the Marcos de Niza community, and plan for improvements in the surrounding area.

Key Development Milestones

To support this effort, the Department:

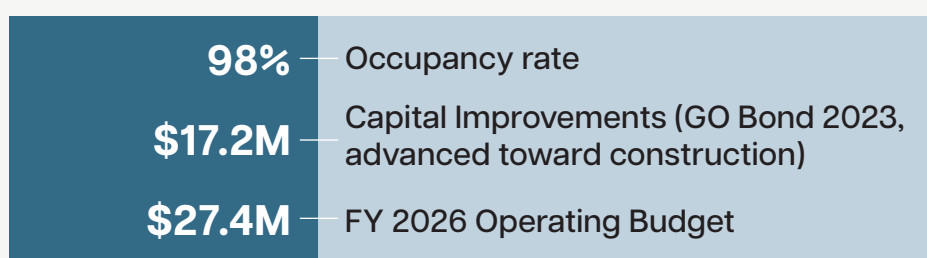
- Actively engaged residents.
- Held 48 community events to date.
- Engaged more than 1,200 participants in early-action activities, including crosswalk art projects, design audits, and subcommittee work focused on education, housing stability, health and wellness, and income and employment.



Property and Asset Management

ADVANCING PHOENIX'S AFFORDABLE HOUSING PORTFOLIO

The Housing Department oversees **41 apartment communities, 50+ single-family homes, and the City's Homeownership Programs**. In recent years, funding sources such as the Rental Assistance Demonstration (RAD), Capital Improvement Program (CIP), American Rescue Plan Act (ARPA), and General Obligation Bond have enabled the rehabilitation of many affordable housing properties, resulting in property improvements and greater housing stability for our residents.



Operational Excellence

- Maintained **98% occupancy**, reflecting strong demand management and resident retention
- **HUD recognition** for safety, customer service, and compliance for four consecutive years
- **Resident-centered relocation process** helped hundreds of households, including seniors and vulnerable residents, move into renovated units with minimal disruption.
 - Major relocation efforts: Maryvale Parkway Terrace, Pine Tower, Foothills Village, Eastlake/Choice Communities.

Homeownership and Disposition

Through Section 32 Homeownership and Section 18 disposition, facilitated the **sale of 150 homes, generating \$40 million in net proceeds** to reinvest in affordable housing.

Strategic Investment and Preservation

Leveraged RAD, CIP, ARPA, and GO Bond funding to modernize aging assets and strengthen long-term housing stability. By end of fiscal year 2026, advanced **\$17.2 million in capital improvements** toward construction under the 2023 GO Bond program.

Long-Term Financial Stewardship

Secured permanent property tax exemptions for:

- Park Lee Apartments, 523 units
- Santa Fe Springs Apartments, 310 units
- Pine Crest Apartments, 264 units
- Summit Apartments, 206 units

Total of 1,303 units

Achieved **\$625,000 in annual operating savings**, strengthening long-term sustainability and expanding resources for preservation.



Housing Supportive Services

PATHWAYS TO INDEPENDENCE

Family Self-Sufficiency Program (FSS)

The FSS program helps Phoenix Public Housing and Housing Choice Voucher/Section 8 participants build financial independence and upward mobility. In the past five years, the program has:



graduated 168 participants



distributed over \$1.8 million in escrow savings



increased average participant income from \$14,748 at enrollment to more than \$42,026 at graduation



Leveling Up Community Impact through Social Work Internships

Over the past two decades, the City has collaborated with Arizona State University (ASU) and, more recently, with Grand Canyon University to assist students pursuing a Bachelor's or Master's degree in Social Work. Students gain real-world practice, which benefits both them and our residents.

In 2025, Housing Supportive Services hosted 23 interns who dedicated 11,040 service hours, equivalent to five full-time staff.

Partners Boost Our Community Wellness Impact

We work with local partners to help over **2,000 households each year** access healthy food boxes, fresh produce, holiday meals, and nutrition education.

Key partners include St. Mary's Food Bank, FIBCO Family Services, Gregory's Fresh Market, Project Roots, Farm Express, and Mercy Care.

To support overall wellness, the department also provides on-site blood pressure, glucose, and BMI screenings, along with vaccination clinics and wellness workshops. These services are offered through partners such as CVS, the University of Arizona, and ASU Nursing to help families build healthy habits and stay safe.





Homeownership

MAKING HOMEOWNERSHIP MORE ATTAINABLE

Over the past five years, the City of Phoenix Housing Department has increased affordable homeownership opportunities. Through Section 32 home sales, Community Land Trust (CLT) initiatives, Open Doors Down Payment Assistance Program and Family Self-Sufficiency (FSS) program graduates, the department has enabled dozens of families to become first-time homeowners.

Section 32 Homeownership

Between 2021 and 2026, **48 residents became first-time homeowners through the Section 32 program.** The program has generated more than \$8 million in gross proceeds to support future affordable housing activities while maintaining affordability and accessibility for low-to-moderate income families.

Community Land Trust (CLT)

The City's investment in the CLT model has established a pathway to permanent affordability. As of June 2026, Newtown Community Development Corporation (Newtown), the City's CLT administrator, purchased 13 homes for the ARPA CLT program. **Twelve have been rehabilitated and resold to income-eligible families, with deed restrictions preserving affordability for future generations.**

Family Self-Sufficiency Program

The FSS program helps residents move from subsidized housing to self-reliance and homeownership. **From 2021 to 2026, 29 participants became first-time homeowners using FSS escrow savings and down payment assistance.** Participants' average incomes rose from \$14,748 at enrollment to **over \$42,000** at graduation, reflecting strong progress in financial empowerment.

Open Doors Down Payment Assistance

Funded with HOME dollars, the Open Doors program offers first-time homebuyers up to 10% of the purchase price for down payment and closing costs, with 0% interest loans available for households earning 80% AMI or below. **Since 2022, 12 buyers have used the program with \$296,900 in assistance.** Overall, Open Doors has helped 100 buyers with more than \$1.6 million in support and continues to aid low- to moderate-income families in purchasing homes.

Homeownership Success Story



An FSS participant became a first-time homeowner through the Community Land Trust program, illustrating how City programs can transform lives. Supported by a \$35,000 down payment grant and a \$280,000 mortgage, they bought a home with a \$1,460 monthly payment. Their income rose from \$27,710 to \$55,995 while in the FSS program, enabling the move from subsidized housing to ownership. This success shows how federal funds, development tools, and partnerships help residents achieve financial independence.

Housing Choice Voucher & Specialized Voucher Programs

PERFORMANCE HIGHLIGHTS

The Housing Department continues to demonstrate strong operational performance, federal compliance, and commitment to equitable access across all major voucher programs. Key accomplishments include reopening the Housing Choice Voucher (HCV) waitlist for the first time in seven years, transitioning vulnerable households from expiring Emergency Housing Vouchers (EHV), and achieving historic utilization levels within the Veterans Affairs Supportive Housing (VASH) program.

Housing Choice Voucher Program



- Maintained High Performer SEMAP status
- 99% budget utilization rate

SUCCESSFUL 2023 WAITLIST REOPENING

43,000+

Pre-applications received during the 15-day opening period

60%

Increase in community demand over 2016

Zero

Fair Housing complaints



National standout in accessibility, fairness and operational excellence!

Landlord Engagement

- Landlord Open Houses: 200+ attendees
- Landlord Liaison for program guidance
- Launched LANDLORD P.H.X. monthly forum
- Distributed 5,000 landlord incentives

Emergency Housing Vouchers

- ✓ 100% lease-up achieved
- ✓ 300+ households protected from displacement
- ✓ Secured regulatory waivers to ensure uninterrupted housing support

The transition of EHV families into the HCV program reflects the department's commitment to both compliance and compassion. By securing key waivers and carefully managing utilization, the Housing Department ensured uninterrupted support for vulnerable residents as EHV funding ended. These actions protected housing stability, upheld federal requirements, and demonstrated a strategic, community-focused approach to resource management.

EXPANDING HOUSING STABILITY FOR VETERANS



Veteran's Affairs Supportive Housing (VASH) Program

93%

**Voucher utilization
Highest in program history**

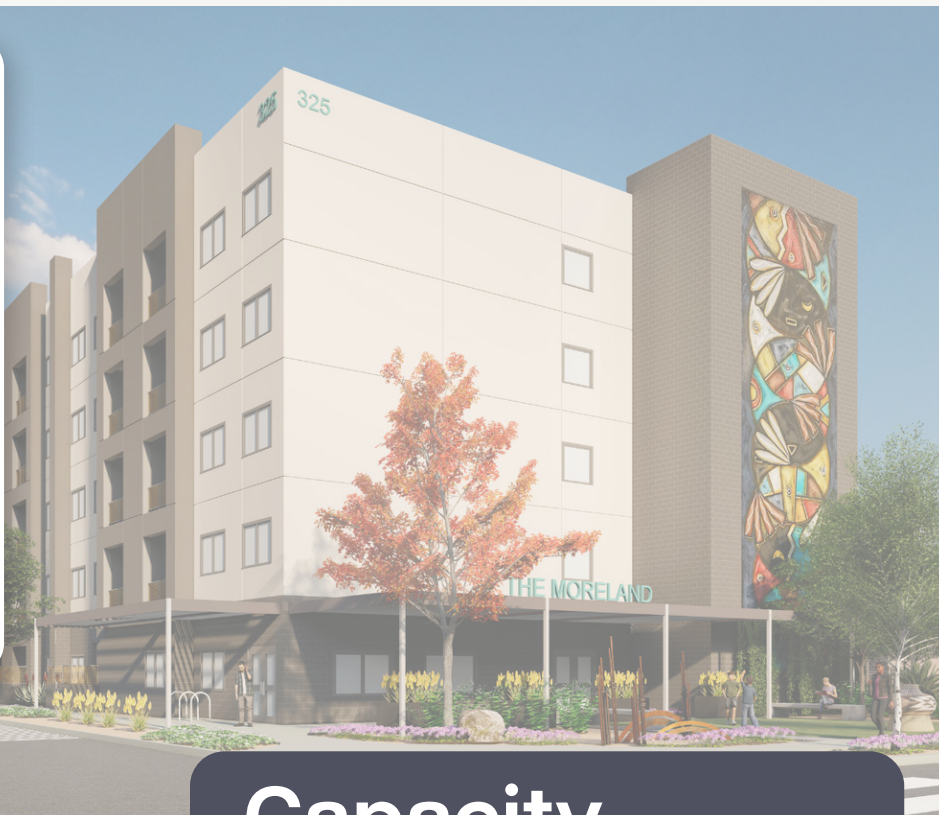
Phoenix received 100 new VASH vouchers in 2024, the first increase since 2016, raising its total to 1,003.



HOME Investment Partnerships Program

STRENGTHENING PHOENIX COMMUNITIES WITH HOME FUNDS

HOME funding has paved the way to build and preserve affordable housing, expand emergency shelter capacity, and support homeownership opportunities for low-income residents. The department has invested \$100 million back into the community by providing gap financing, advancing affordable housing projects, and ensuring families, seniors, veterans, and vulnerable community members have access to stable housing.



Projects Supported by HOME Funds*

- **Phoenix Scholar House:**
56 new affordable units
- **Acacia Heights III:**
68 new affordable units
- **Open Doors Down Payment Assistance:**
up to 10% of purchase price (0% interest) for first-time buyers

**List is not comprehensive*

Capacity Expanded

\$51M+
invested
in the past 5 years

nearly
400
units supported

Benefits:

Families
Seniors
Veterans
Vulnerable populations

**many units serve ≤40% AMI*



American Rescue Plan Act (ARPA) Funding

CRITICAL SUPPORT FOR CITY PROGRAMS

In 2021, the City received ARPA funding which has been vital in sustaining our programs. Over the past five years, these funds have significantly strengthened affordable housing efforts and enhanced community resilience in Phoenix.

NEIGHBORHOOD REVITALIZATION

Choice Neighborhoods Implementation Grant:

ARPA funds were allocated to the Edison-Eastlake community transformation by supporting mixed-income housing, community facilities, parks, and public art.

\$5M

Thash Mahd (Edison Impact Hub)
Adaptive reuse and services hub

HOMELESSNESS & SHELTER EXPANSION

HOME-ARP (HOME Investment Partnerships American Rescue Plan):



Salvation Army and UMOM Non Congregate Family Shelter Expansions – \$10M

New residential building and rehab of an existing UMOM building serving 173 families per year.



U.S. VETS Phoenix – \$4.5M

Transforming a former hotel into 186 units of transitional and permanent supportive housing for homeless veterans.

AFFORDABLE HOUSING & COMMUNITY DEVELOPMENT

ARPA provided critical gap financing for new affordable rental units, enabling the completion of **over 500** units by 2026. Projects include:

- The Moreland
- Mesquite Terrace
- Dahlia Village
- Acacia Heights III
- 25th @ Bell

\$6M

Affordable Housing Program Gap Financing

\$10M

The Moreland Phase I
237 units in downtown core

COMMUNITY LAND TRUST PROGRAM

ARPA funded the Community Land Trust (CLT) program, administered by Newtown CDC. This program acquires homes, rehabilitates them, and resells them to income-eligible families, expanding permanently affordable homeownership while keeping the land in trust.

\$5M

to support the CLT program

LANDLORD INCENTIVE PROGRAM

Incentivized private landlords to rent to Housing Choice Voucher holders, fully utilizing program funding in 2024.

\$7.3M

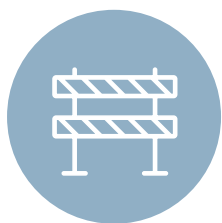
to support the Landlord Incentive Program

General Obligation (GO) Bond Program



BUILDING STABILITY WITH GO BOND SUPPORT

The GO Bond Program has been a transformative investment for affordable housing in Phoenix, enabling renovations and preservation across apartment communities, addressing urgent facility needs, and supporting new construction. GO Bond funding has helped create hundreds of new units, improve safety and accessibility, and ensure long-term affordability for residents.



**Over
\$33M**
FOR AFFORDABLE HOUSING
PRESERVATION



\$21M
FOR GAP FUNDING IN
CHOICE NEIGHBORHOODS
REDEVELOPMENT

Major contributions include:

- Over \$33 million allocated for renovations and preservation across apartment communities, including Sunnyslope Manor, Fillmore Gardens, Foothills Village, Desert Meadows, and Park Lee.
- \$21 million in gap funding for Edison-Eastlake Choice Neighborhoods to support new construction and redevelopment, creating hundreds of modern, mixed-income units.
- GO Bond investments have enabled the expansion and improvement of parks, and community hubs, such as the Thash Mahd Center and Edison Park expansion.
- GO Bond funds are addressing urgent facility needs, safety upgrades, and accessibility improvements across city owned properties, including electrical upgrades, plumbing repairs, fire safety enhancements, and modernization projects across multiple sites.
- GO Bond funds support water conservation, tree planting, and community gardens, advancing environmental stewardship.



Rendering of future Thash Mahd Center



Digital Inclusion and Technology Access

BUILDING CONNECTIONS FOR BRIGHTER FUTURES

CONNECTING PEOPLE TO OPPORTUNITY

The Housing Department's technology initiatives have significantly advanced digital inclusion and community empowerment across Phoenix, enabling residents to access essential resources, educational opportunities, and telehealth services. Digital literacy training and the establishment of the hive digital access centers powered by the Institute for Digital Inclusion Acceleration (IDIA) have further enhanced residents' skills and confidence, fostering greater independence and participation in an increasingly digital society technology for all.



OUR IMPACT BY THE NUMBERS

- **4,297+ households** connected to free Cox Internet (3-year service)
- **4,000+ devices** distributed (tablets, laptops, hotspots)
- **2 new hive centers** at Aeroterra and CTEC
- **Hundreds of residents trained** in internet safety, email use, telehealth, and job search tools



NATIONAL RECOGNITION



Our digital inclusion programs have been featured by:

- HUD ConnectHome USA
- Multifamily Executive
- Mayor's Office press releases
- National digital equity partners

BUILDING COMMUNITY THROUGH SOCIAL ENGAGEMENT

The Housing Department continues to grow its digital presence. Since joining LinkedIn in February 2024, we've welcomed **2,230 followers—and counting**—as more residents, partners, and supporters engage with our updates. From housing **project highlights** and **resident stories** to sustainability efforts and even the **Director's restaurant picks**, our social channels showcase both our work and our personality.

FOLLOW US



Sustainability: Building a Greener Future

Water Conservation | Essential Shade | Pollinator Plants | Sustainability Education



Save the Water Pledge

Thanks to the Mayor's Save the Water Pledge, Sunnyslope Manor, Fillmore Gardens, and Windrose Villas have cut water use by installing leak-detection technology. This upgrade can reduce water use, help prevent waste and lower utility bills.

Partnerships include: Aqua Mizer, Pacific Institute, Sensor Industries, Target, and the Water Services Department.



Tree Planting and Gardening

- ➔ Over 2 dozen **trees planted** at Edison Elementary School
- ➔ Expanded **community gardens** at Aeroterra, Soluna, and Harmony at the Park
- ➔ Increased **access to fresh food**, sustainable education, and community-building activities
- ➔ **Pollinator plants** added to support local wildlife habitats
- ➔ Staff completed the **Urban Heat Leadership Academy**

Xeriscape Design

In 2024, Housing replaced turf with drought-resistant xeriscaping at Park Lee Apartments, conserving 35,000 gallons of water per month, reducing maintenance costs, and supporting the city's sustainability efforts.



Developing Talent

BUILDING THE NEXT GENERATION OF PUBLIC SERVICE PROFESSIONALS

Our philosophy is to invest in education and real-world training to build the next generation of public service professionals. Internships and Fellowships are structured to pair classroom learning with supervised, hands on work that directly benefits Phoenix residents.

City of Phoenix Management Fellowship

The department supports the City's Management Fellowship by offering fellows a four-month rotation that delivers hands-on experience in housing operations, policy implementation, and resident services. This commitment to cultivating talent has already paid off—one fellow ultimately joined the Housing Department as a full-time employee, strengthening the team and its mission.

Supporting International Fellowship Opportunities

The department expanded its global engagement by hosting international fellows through IREX programs such as the Mandela Washington Fellowship and Community Engagement Exchange, giving emerging leaders direct exposure to local housing strategies, community partnerships, and City operations. These experiences strengthen professional skills and expand global perspectives.

Social Work Internships

In partnership with Arizona State University and Grand Canyon University, the Social Work Internship Program pairs academic training with hands-on field experience in resident services. Interns engage with a spectrum of tasks such as case management, referral processes, community safety, and other supportive services. Several interns have transitioned into full-time roles supporting Supportive Services and Development.

AmeriCorps VISTA Volunteers

AmeriCorps VISTA volunteers support our Housing team by strengthening community engagement and assisting with key programs. They help expand digital literacy, improve technology access, and encourage resident participation. Volunteers also contribute to environmental projects, community gardens, and sustainability efforts in neighborhoods like Edison-Eastlake and Marcos de Niza. Their service helps build stronger, more connected communities across Phoenix.



2025 Mandela Washington Fellow Cohort and City Leadership

NAHRO 2025 National Conference & Exhibition

NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS

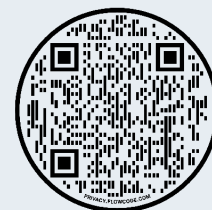


Showcasing Phoenix on a National Stage

Phoenix hosted the 2025 NAHRO National Conference & Exhibition, welcoming more than 1,700 housing and community development professionals to the Phoenix Convention Center. The Housing Department led major planning, coordination, and showcased projects that positioned Phoenix as a national leader in affordable housing innovation and community development.

Highlights:

- This was one of NAHRO's **highest-attended conferences in two decades**.
- **Phoenix leadership** presented multiple sessions and participated on executive panels.
- Housing and Office of Homeless Solutions staff organized and led the official **Housing and Community Development Bus Tour**, managing site coordination, scheduling, and routing for four buses on a sold-out tour.
 - » **Tour stops:** Edison-Eastlake • Phoenix Navigation Center
Heat Relief site • Safe Outdoor Space
- Staff coordinated **33 City of Phoenix volunteers** for assistance across various conference activities.
- Staff provided bus tour attendees with **city swag bags** and links to learn more about **major city initiatives**.

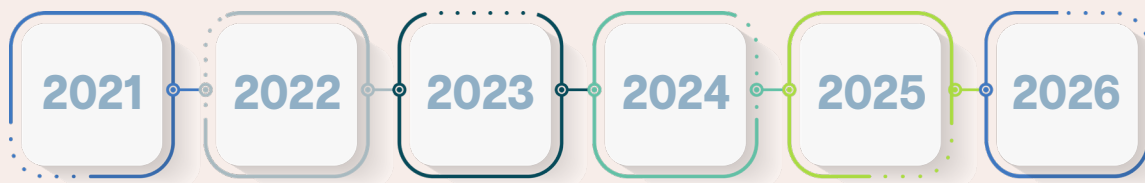


Attendees were invited to learn more at phoenix.gov/choiceneighborhoods

Innovative Programs and Milestones

HIGHLIGHTS FROM 2021-2026

The Housing Department has established multiple innovative programs that move beyond traditional housing models. Over the past five years, we have implemented creative initiatives including new affordable housing funding streams, digital learning opportunities, sustainability practices, and community partnerships, which have helped us provide quality affordable housing.



Soluna

Arizona's first Choice Neighborhoods housing development, completed in 2022, delivered 177 mixed-income apartments.



Smart Water Savings Pilots

Arizona's first toilet leak-detection pilot began at Sunnyslope Manor and later expanded to two additional complexes, saving money and conserving water.



Hive Digital Equity Centers

The first two hive centers in Arizona opened at Aeroterra & CTEC, expanding neighborhood-based digital inclusion opportunities.



Housing Trust Fund Established

A local fund dedicated to supporting affordable housing was created in May 2025 and currently has \$15 million available to support future projects.



Community Land Trust (CLT)

Phoenix's first formal, permanent-affordability homeownership program, administered by Newtown CDC.



Helen Drake Village

The City's first co-located senior housing and senior center project includes 80 affordable senior units on City-owned land.



Phoenix Starfish Place

Phoenix Starfish Place, operated by the City of Phoenix Housing Department, was established as one of the first long-term housing programs in the United States for survivors of sex trafficking. The program partners with Arizona State University's Office of Sex Trafficking Intervention Research and local health providers, and in 2023 converted to a fully transitional, therapeutic, resident-focused housing model. Four residents have graduated from the program.



School District Partnerships (Isaac & Alhambra)

Cross-sector partnerships with local school districts and the Phoenix Industrial Development Authority to turn underutilized school land into 360 affordable homes.



U.S. Vets Building Rehabilitation

The City's first hotel conversion into a veterans housing campus with 142 transitional beds and 40 affordable apartments for homeless and at-risk veterans.

Our Team Spirit

Behind every accomplishment highlighted in this report is a team that shows up with energy, creativity, and community spirit.



Our mascot, Hugz The Housecat



FIVE YEARS OF *Recognition*

These awards reflect the dedication, innovation and commitment of our team to serve our community and create lasting impact.



2026

National Association of Housing and Redevelopment Officials (NAHRO) **Award of Merit & Award of Excellence:**

- Edison-Eastlake: A Blueprint for Resilient Neighborhood Transformation
- Resident Storytelling as a Tool for Community Engagement and Leadership Development
- Maryvale Parkway Terrace Resident Relocation
- Maryvale Parkway Terrace Community Dog Park
- Treat & Read HCV and Library event
- Edison-Eastlake Community Public Safety Initiative
- Multi-Agency Partnership for Sustained Veteran Housing
- U MOM's New Day Centers Family Emergency Shelter Non-Congregate Expansion Project

National Association of Homebuilders

Best in American Living Award (Silver) for Edison-Eastlake Community Master Plan

Arizona Forward Environmental Excellence Award

Finalist for Choice Neighborhoods Initiative

Phoenix Revitalization Corporation

Community Hero Award for outstanding service and partnership - Titus Mathew and Angela Boozer

2025

NAHRO Award of Merit

- Partnership with two local school districts on three land transactions, creating 300 new affordable housing units
- Meeting and surpassing the Housing Phoenix Plan's 50,000-unit goal five years ahead of schedule
- Addressing technology access through the PHX Housing Connect Program

City Manager's Employee Excellence Award

Housing Support and Relocation Team

2024

NAHRO Award of Merit

- Sunnyslope Manor launches city's first Leak Detection Pilot Program
- Housing Choice Voucher waitlist opening

CODAworx 2024 Award

Soluna Apartments Public Art Plaza

City Manager's Employee Excellence Award

Homes to Hope Team

2023

NAHRO Award of Merit

- Senior Housing COVID Reopening Plan
- Soluna in Affordable Housing

Arizona Multihousing Association Tribute Award

Best Community Design: Affordable Community - Soluna Apartments

North American Global City of Excellence

Fast Track Cities - HIV/AIDS Initiative

Neighborhood Services Department External Partner Award

CDBG Timeliness Expenditure Ratio Achievement

Phoenix Revitalization Corporation

Community Hero Award for outstanding service and partnership - Zona Pacheco

City Manager's Employee Excellence Award

Water Conservation Team

2022

NAHRO Award of Merit

- Phoenix Landlord Incentive Program



[PHOENIX.GOV/HOUSING](https://phoenix.gov/housing)

