

Housing & Community Development Department Overview



Mission Statement

The department is dedicated to supporting Tucson residents through housing, community development, and strategic investments. Its mission is simple but powerful: to make Tucson a "Home for Everyone."

The following divisions and functions are included in this department:

The **Administration** division provides behind-the-scenes support for the department, including budgeting, staffing, and technology. Key responsibilities include helping to secure and manage grants that fund vital services.

The **Section 8 / Contracts** division oversees housing assistance contracts and tracks the funding and outcomes. Key responsibilities include reporting program impacts to City leadership and the public.

The **Planning and Community Development** division assists low-income homeowners with essential home repairs to ensure safe and stable living conditions.

The **Public Housing Program** division manages over 1,500 housing units for elderly, disabled, and low-income families. Key responsibilities include properties like Tucson House, Craycroft Towers, Lander Garden, and MLK Apartments, along with family housing across 500+ sites.

The **Non-Federal Public Housing** division offers rental assistance to help low-income individuals and families access safe and affordable housing.

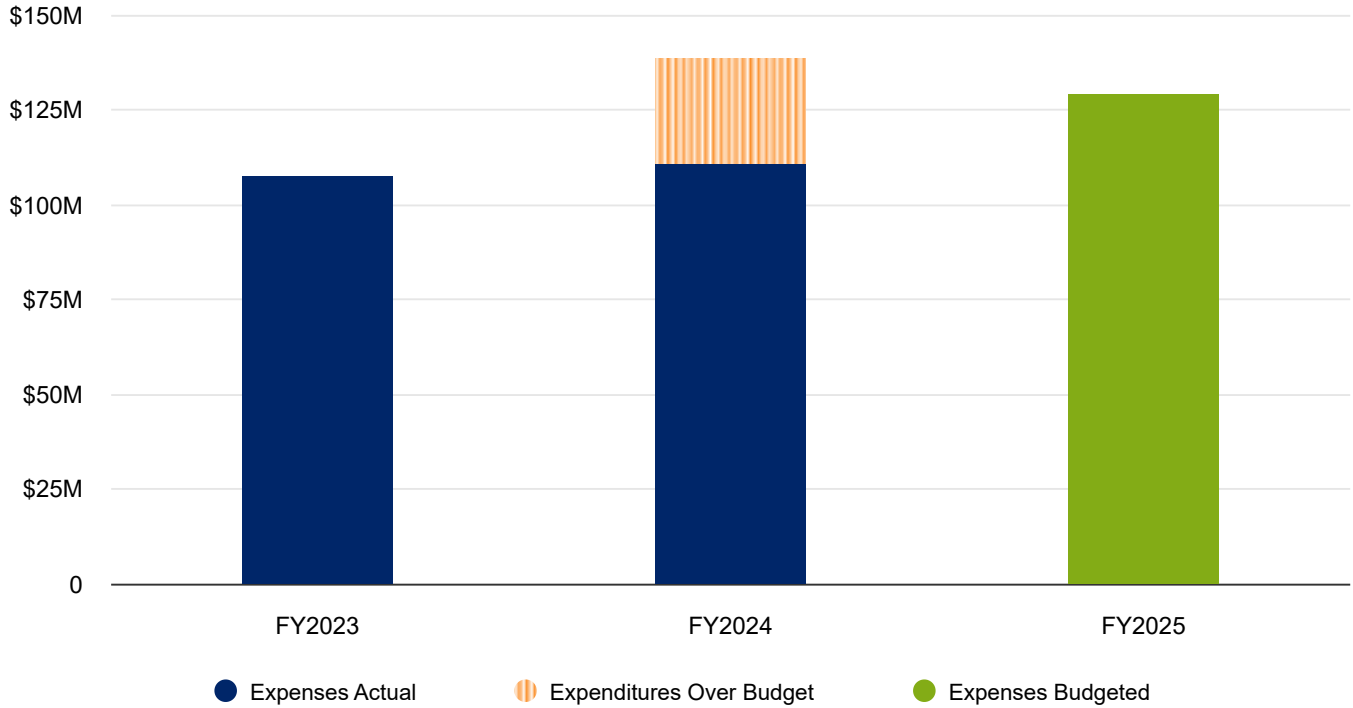
The **Executive Office/Grants** division supports financial operations and oversight for community development and contracts programs.

Expenditure Summary

\$129,272,982

\$18,148,410 / 16.33% Higher Than the Prior Year's Budget

Historical Expenditures Across Department



Significant Changes

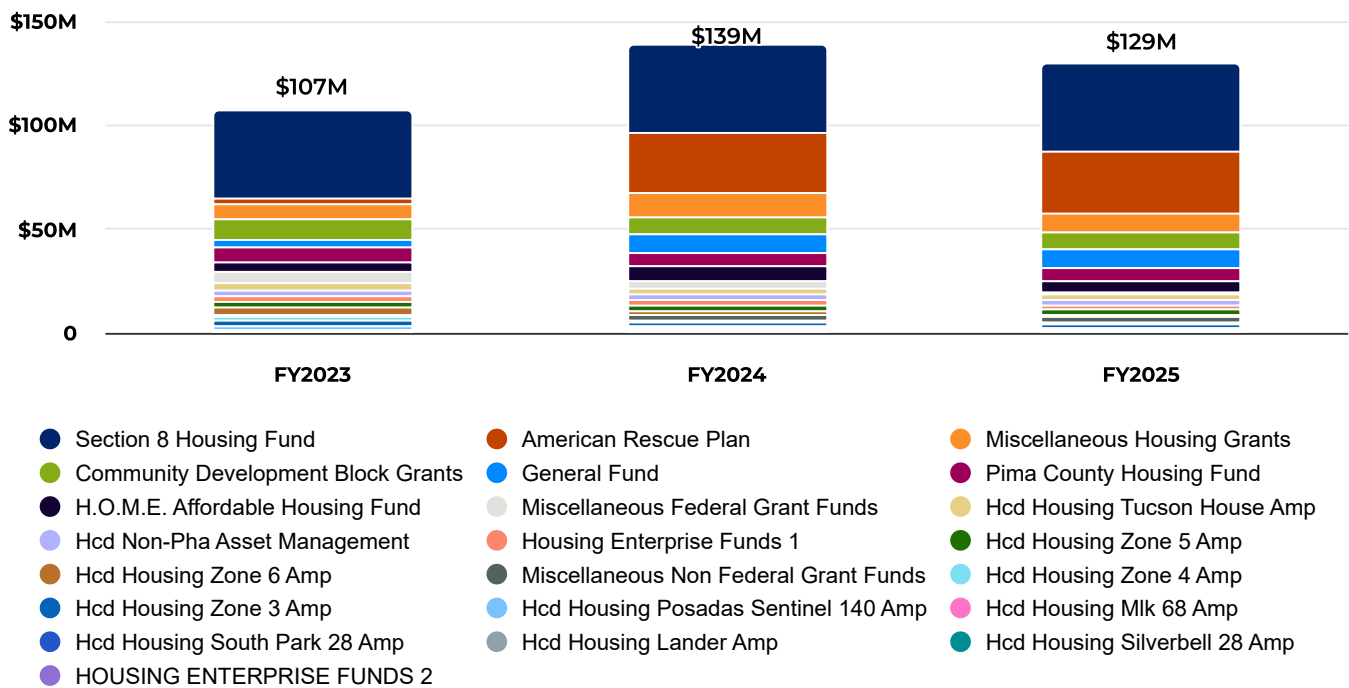
For Fiscal Year 2025, the department's adopted operating budget is \$129.3 million — an increase of \$18.1 million compared to last year. This increase reflects the City's continued commitment to supporting affordable housing, community development, and essential services for Tucson residents.

Expenditures by Fund

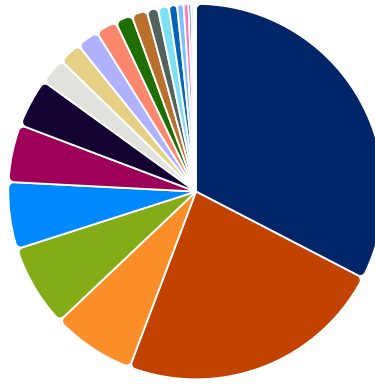
This chart shows how the department distributed funding among different housing and community development programs over the last three fiscal years.

- Fiscal Year 2023: Total expenditures were \$107 million, with the majority funded through the Section 8 Housing Fund and the American Rescue Plan Fund. Smaller contributions came from Housing Grants and Community Development Block Grants (CDBG).
- Fiscal Year 2024: Spending increased to \$139 million, reflecting expanded support for housing programs, primarily driven by a significant increase in American Rescue Plan funding.
- Fiscal Year 2025: Expenditures are projected to decrease slightly to \$129 million, while maintaining a strong commitment to affordable housing and grant-funded community development initiatives.

Historical Expenditures by Fund



Fiscal Year 2025 Expenditures by Fund



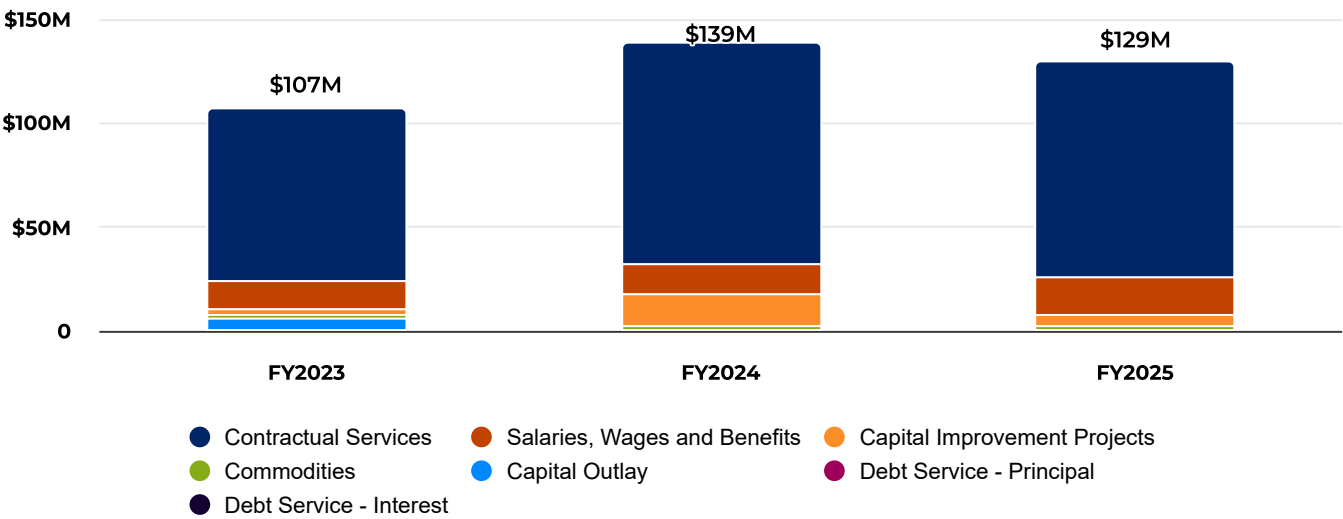
Section 8 Housing Fund	\$42,144,910	32.60%
American Rescue Plan	\$29,913,520	23.14%
Miscellaneous Housing Grants	\$9,295,895	7.19%
General Fund	\$9,216,548	7.13%
Community Development Block Grants	\$7,442,036	5.76%
Pima County Housing Fund	\$6,403,222	4.95%
H.O.M.E. Affordable Housing Fund	\$5,430,819	4.20%
Hcd Housing Tucson House Amp	\$2,969,256	2.30%
Housing Enterprise Funds 1	\$2,523,324	1.95%
Hcd Non-Pha Asset Management	\$2,469,790	1.91%
Miscellaneous Non Federal Grant Funds	\$2,363,130	1.83%
Hcd Housing Zone 5 Amp	\$1,895,580	1.47%
Hcd Housing Zone 6 Amp	\$1,718,076	1.33%
Hcd Housing Zone 3 Amp	\$1,261,236	0.98%
Hcd Housing Zone 4 Amp	\$1,207,212	0.93%
Hcd Housing Posadas Sentinel 140 Amp	\$940,476	0.73%
Hcd Housing Mlk 68 Amp	\$720,144	0.56%
Miscellaneous Federal Grant Funds	\$536,000	0.41%
Hcd Housing Lander Amp	\$305,220	0.24%
Hcd Housing South Park 28 Amp	\$234,684	0.18%
Hcd Housing Silverbell 28 Amp	\$200,304	0.15%
HOUSING ENTERPRISE FUNDS 2	\$81,600	0.06%

Expenditures by Type

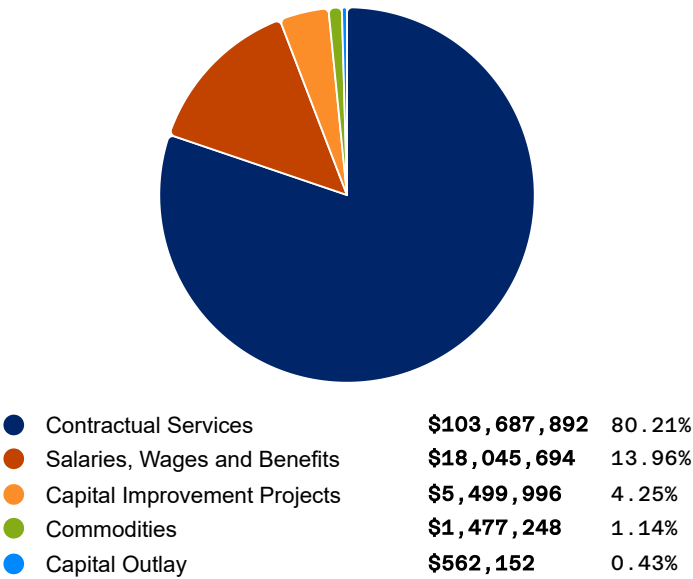
This chart shows how the department’s spending has been allocated by category over the past three fiscal years:

- Fiscal Year 2023: Expenditures totaled \$107 million, with the majority directed toward Contractual Services and Salaries, Wages, and Benefits. Only minimal funds were allocated to Capital Improvements and Debt Service (Principal and Interest).
- Fiscal Year 2024: Spending increased to \$139 million, driven by rising costs in Contractual Services and personnel expenses, supporting the continued delivery of housing programs.
- Fiscal Year 2025: Expenditures are projected to decrease slightly to \$129 million, with modest reductions in Capital Improvement Projects and Commodities. Contractual Services remains the largest expenditure category each year, underscoring the department’s reliance on vendors and partners to deliver housing assistance and support programs across Tucson.

Historical Expenditures by Type



Fiscal Year 2025 Expenditures by Type



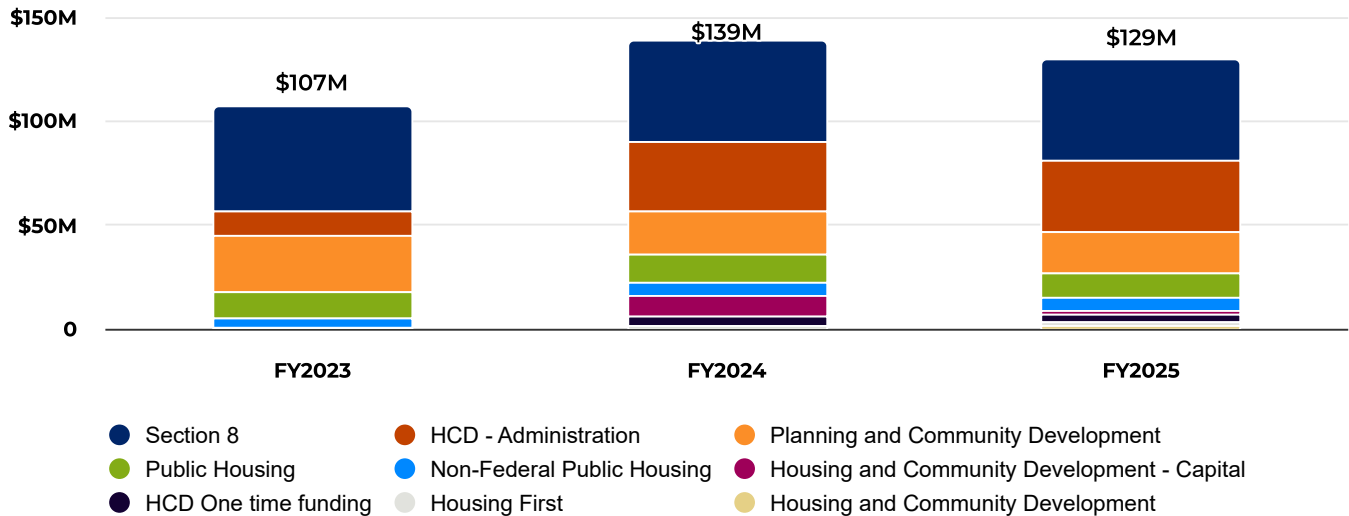
Note: Charts may not total 100% due to rounding.

Expenditures by Cost Center

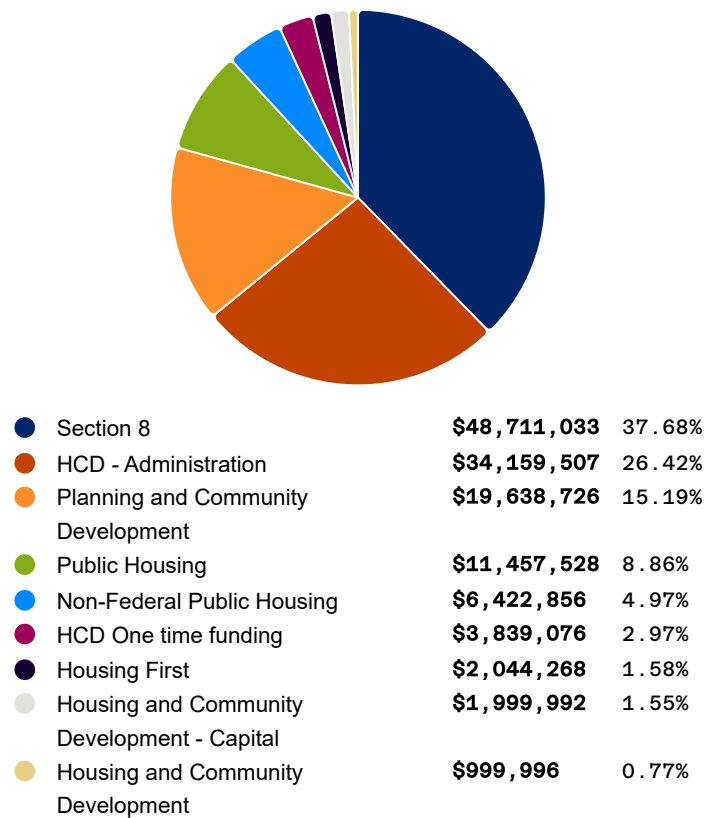
This chart highlights how the Housing and Community Development Department allocated expenditures across key program areas over the past three fiscal years:

- Fiscal Year 2023: Total expenditures were \$107 million, with major allocations to:
 - Section 8
 - Planning and Community Development
 - Public Housing
- Fiscal Year 2024: Spending increased to \$139 million, reflecting expanded investments in:
 - Public Housing
 - Housing First
 - Housing and Community Development
- Fiscal Year 2025: Spending is projected to decrease to \$129 million, with continued funding support for:
 - Housing and Community Development – Capital
 - HCD One-Time Funding
 - HCD – Administration

Historical Expenditures by Cost Center



Fiscal Year 2025 Expenditures by Cost Center



Note: Charts may not total 100% due to rounding.

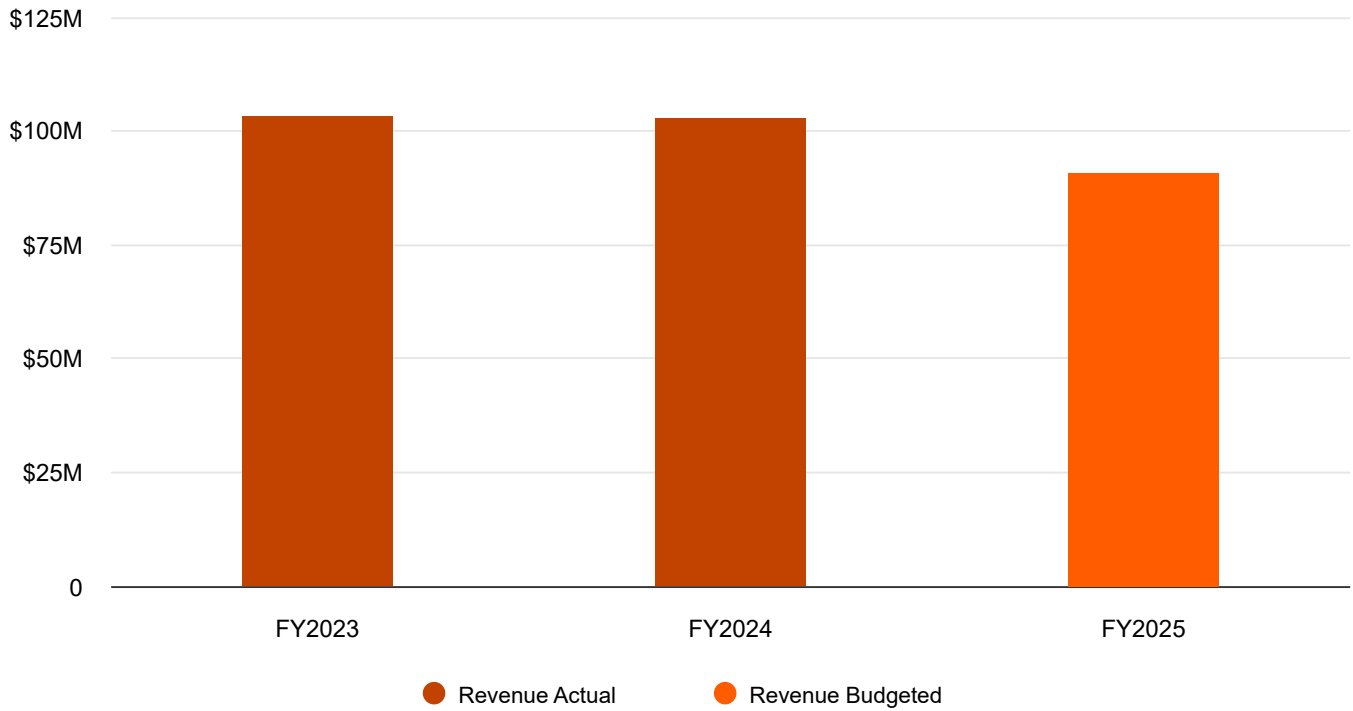
Revenue Summary

\$90,660,868

Includes Transfers In and Out

(\$12,203,336) or -11.86% Less Than the Prior Year's Budget

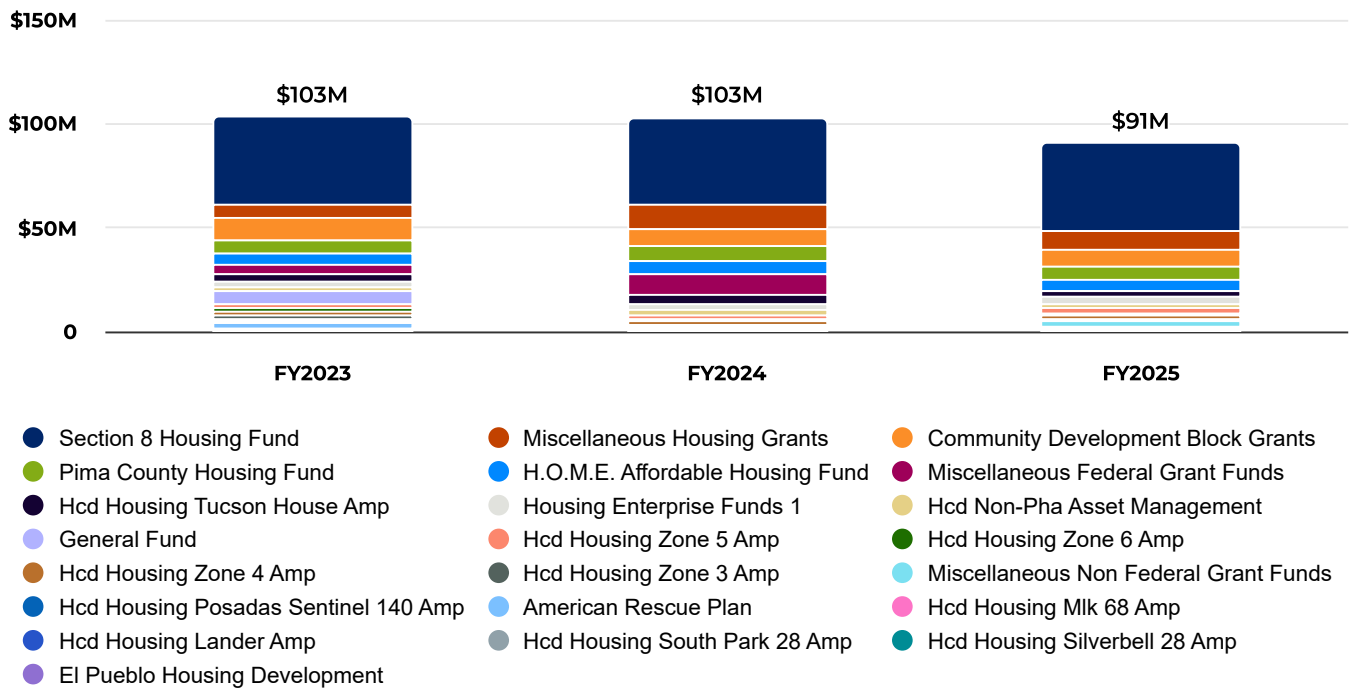
Historical Revenues Across Department



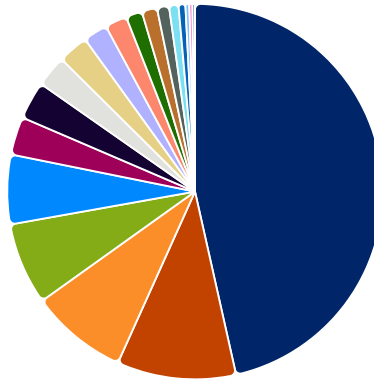
Revenues by Funding Source

This chart illustrates the Housing and Community Development Department's revenue from various funding sources over the past three fiscal years:

- Fiscal Year 2023: Total revenue was approximately \$103 million, primarily supported by the Section 8 Housing Fund, Housing Grants, and Community Development Block Grants (CDBG).
- Fiscal Year 2024: Revenues remained steady at \$103 million, with a slight increase in Housing Grants to continue supporting the department's programs and services.
- Fiscal Year 2025: Revenues are projected to decrease by \$12 million, largely due to the phase-out of temporary federal relief funding. Despite this reduction, core funding sources—such as Section 8 and CDBG—remain stable, ensuring continued support for the department's mission and priorities.



Fiscal Year 2025 Revenues by Funding Source

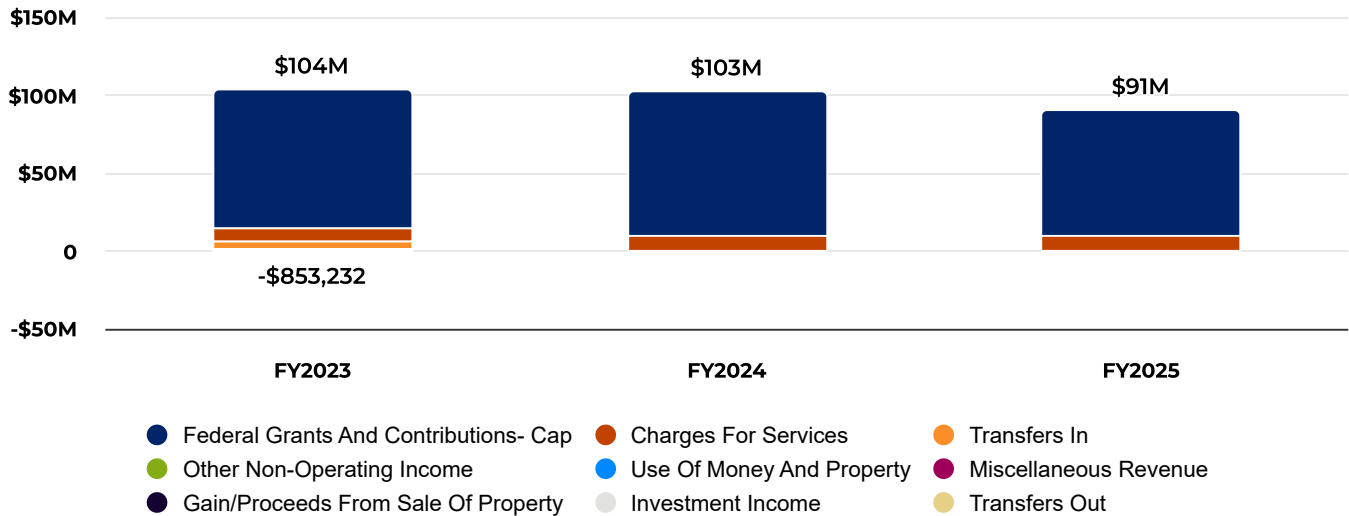


Section 8 Housing Fund	\$42,144,898	46.49%
Miscellaneous Housing Grants	\$9,295,894	10.25%
Community Development Block Grants	\$7,599,562	8.38%
Pima County Housing Fund	\$6,403,236	7.06%
H.O.M.E. Affordable Housing Fund	\$5,430,818	5.99%
Hcd Housing Tucson House Amp	\$2,969,256	3.28%
Housing Enterprise Funds 1	\$2,955,490	3.26%
Hcd Non-Pha Asset Management	\$2,469,878	2.72%
Miscellaneous Non Federal Grant Funds	\$2,363,130	2.61%
Hcd Housing Zone 5 Amp	\$1,895,556	2.09%
Hcd Housing Zone 6 Amp	\$1,718,062	1.90%
Hcd Housing Zone 3 Amp	\$1,261,212	1.39%
Hcd Housing Zone 4 Amp	\$1,207,192	1.33%
Hcd Housing Posadas Sentinel 140 Amp	\$940,512	1.04%
Hcd Housing Mlk 68 Amp	\$729,988	0.81%
Miscellaneous Federal Grant Funds	\$536,000	0.59%
Hcd Housing Lander Amp	\$305,196	0.34%
Hcd Housing South Park 28 Amp	\$234,696	0.26%
Hcd Housing Silverbell 28 Amp	\$200,292	0.22%

Revenues by Type

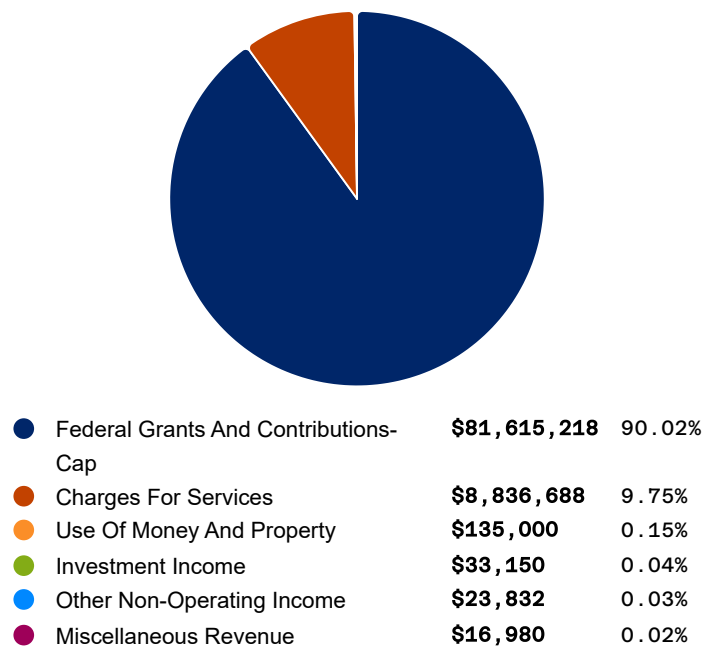
This chart breaks down the sources of revenue that fund the Housing and Community Development Department's programs over the past three fiscal years:

- Fiscal Year 2023: Revenues totaled \$104 million, including a one-time negative transfer of approximately \$850,000. The primary sources were Federal Grants and Contributions and Charges for Services.
- Fiscal Year 2024: Revenues dipped slightly to \$103 million, with a modest increase in Federal Grants and Contributions, which continued to serve as the dominant funding source in support of the department's core objectives.
- Fiscal Year 2025: Revenues are projected to decline to \$91 million, largely due to reductions in federal grant allocations and fewer transfers from other funds.



Note: Fiscal Year 2023 (-\$853,232) indicates a transfer out

Fiscal Year 2025 Revenues by Type



Accomplishments

The Tucson Housing Community Department has made substantial progress in supporting housing stability, expanding affordable housing, and addressing homelessness. Through targeted assistance programs, 50 low-income homeowners received support from the City's Community Development Block Grant (CDBG) and Lead Hazard Reduction programs, with 33 of these funded by CDBG. To promote homeownership, the City also assisted 14 low-income households with down payments.

The Housing First Program provided outreach and emergency services to 1,302 individuals experiencing homelessness, reinforcing Tucson's commitment to long-term housing stability. To increase the availability of affordable housing, the City and Pima County made combined efforts, constructing 366 new units and rehabilitating 68 units.

Additionally, five public facility and infrastructure projects were completed across Tucson, addressing needs in transit, temporary and permanent housing. For Fiscal Year 2024/25, achievements included:

- A mobile shower unit for individuals experiencing homelessness, serving 643 people with 911 showers.
- Outreach services for 905 individuals, housing navigation for 1,657, and emergency shelter for 451 at City-managed shelters.
- An increase in shelter exits to permanent housing, with 246 individuals successfully transitioned, a rise of 129 since 2023.
- Planning of 1,200 new affordable housing units by the Housing and Community Development (HCD) department.
- Over 20,000 housing pre-applications were received and 208 Emergency Housing Vouchers issued to those escaping domestic violence or homelessness.
- The Housing First Multidisciplinary Outreach Team has stabilized housing for 133 individuals and served 320 households overall since May 2023.

Focused on growing and preserving affordable housing, Tucson invested in new properties, rehabilitated existing units, and launched Milagro on Oracle—the city's first Low-Income Housing Tax Credit project in over a decade. Additionally, Tucson reopened its Public Housing and Housing Choice Voucher waitlist, marking significant steps in its housing initiatives.

These efforts reflect Tucson's comprehensive approach to addressing housing challenges, homelessness, and supporting residents in need.

Future Objectives

The Tucson Housing Community Department has intensified its commitment to expanding affordable housing and community development. Through its newly established affordable housing arm and the recently appointed Affordable Housing Manager, the HCD is accelerating strategies in line with its Housing Affordability Strategy for Tucson. This includes selecting developers and drafting plans for three infill development projects on City-owned land, as well as creating a phased acquisition and development plan for affordable housing. Notably, the HCD has initiated the development of Milagro on Oracle, a 63-unit property designed to serve low-income older adults and eligible individuals transitioning from homelessness.

In public housing, Tucson aims to achieve a 98% occupancy rate for Public Housing and full utilization of Housing Choice Vouchers (HCVs). The HCD also reopened the waitlists for HCV and Public Housing and introduced document upload functionality for landlord and participant submissions. Additionally, the Public Housing Repositioning Plan received approval from the Board of Commissioners, facilitating future improvements.

For community development, HCD committed HOME ARPA funding to key housing projects, including \$1.5 million for affordable rentals, \$3.5 million for supportive services in non-congregate shelters, and \$1 million for enhancing the Emerge domestic abuse shelter. The HCD completed three sales of South Park Villa homes and launched a call for projects under the P-CHIP initiative.

Under the Housing First program, new City sites were opened to provide shelter and bridge housing for those in need, and a Project-Based Voucher RFP was issued to support a permanent supportive housing project.

The HCD Strategic Planning and Community Engagement team also worked closely with Thrive in the 05 residents, neighborhood ambassadors, and community partners to implement nine action-oriented projects. This collaborative approach extends to the new “Thrive Zone,” a targeted community effort chosen by the Mayor and Council.

These initiatives reflect Tucson's proactive approach to creating affordable housing, enhancing public housing operations, and strengthening community engagement.

Position Resources

