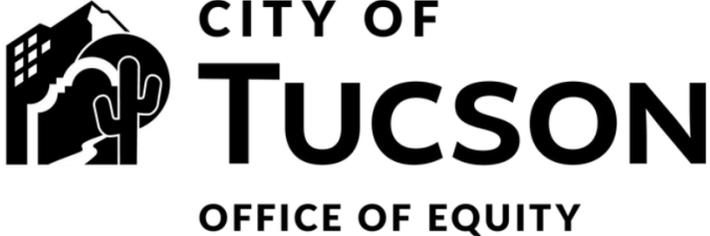




THE HOUSING EQUATION

BUDGET FORUM FINAL ASSESSMENT

November 2025



DEVELOPMENT

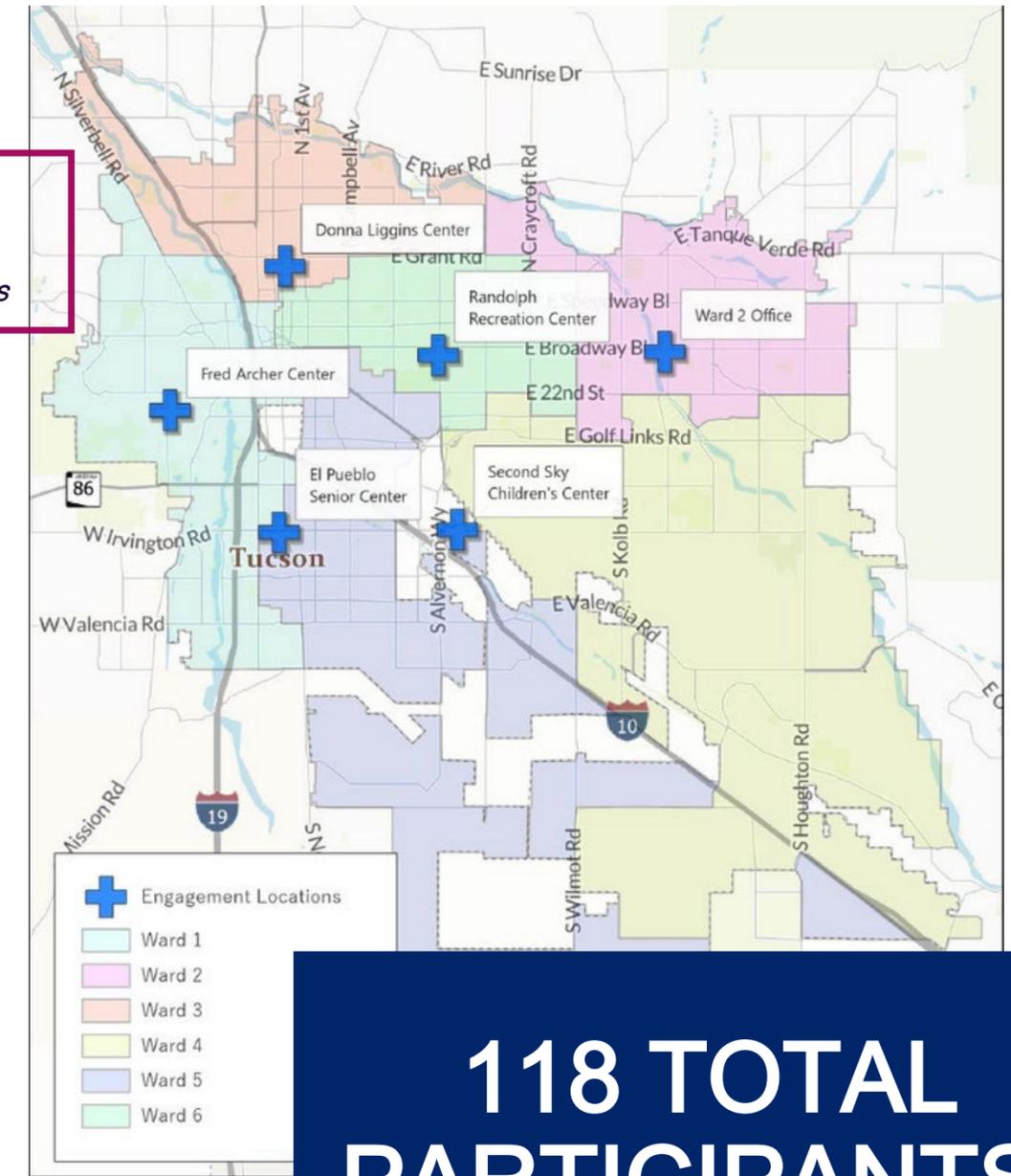
WHY THE SERIES WAS DEVELOPED

- To expand resident participation in the budget process
- To deepen community understanding of resources
- To gather insight on resident priorities related to housing and homelessness
- FY25 budget survey results showing priority on housing, homelessness, and public safety

"WHY JUST HOUSING AND HOMELESSNESS?"
MULTIPLE PARTICIPATING RESIDENTS

THE FORMAT

- **8, 2.5-hour** forum events held in **6 different locations** across the city
 - 1 labor group-specific event
 - 2 closed events for residents and partners
 - 5 ward-specific events open to the public
- **Roundtable discussions** between department heads and residents
- **Digital survey** to collect resident feedback



118 TOTAL PARTICIPANTS

CITY INVOLVEMENT



EVENT SPEAKERS

- Business Services Department
 - Angele Ozoemelum, Vivian Newsheller, Anna Rosenbury
- Housing & Community Development Department
 - Ann Chanecka, Liz Morales
- Community Safety, Health & Wellness
 - Brandi Champion, Justin Hamilton, Leticia Carpio
- Tucson Police Department
 - Chad Kasmar, Monica Prieto (+ Various Regional Officers)
- Planning & Development Services Department
 - Koren Manning, Elisa Hamblin

*"I can't believe so many **important city employees** showed up to talk to us . They seemed super - smart and thoughtful."*

PARTICIPANT FROM WARD 2

*"My feedback will be similar for all sections. It was a disservice to the speakers and to the audience to have such a **short amount of time** to adequately present their data."*

PARTICIPANT FROM WARD 2

EVENT FACILITATORS

- Rebecca Ruopp (PDSD), Ian Wan (PDSD), Jennifer Toothaker (DTM), Leticia Carpio (CSHW), Alejandra Acedo (HCD), Cesar Acosta (PDSD), Amanda Smith (PDSD)

~20 TEAM MEMBERS INVOLVED



BUDGET EDUCATION

THE STORYMAP

- Digital website-style tool sent to residents who registered
- Foundational education on city budgets, money flow, and purpose of engagement

THE CONTENT

- City Budgets
- Where Money Comes From
- Where Money Goes
- The Housing Budget Challenges
- The Purpose of Public Engagement
- The Housing Equation Details
- Event Participation Agreements

[CLICK HERE FOR THE STORYMAP](#)

*"It was super **easy to use** and **understand** . I felt **more prepared** for the event after reading it."*

PARTICIPANT FROM MAYOR ROMERO'S 1ST EVENT

State and Fed

The city also
and federal g
come with sp
money can b
must spend t
projects or p
them to other

Grant fundin
conditions, g

**262 TOTAL
VIEWS**

ASSESSMENT METHODS

QUANTITATIVE DATA



ArcGIS Standardized Survey

26 questions designed to assess residents' understanding of the department's role and function, their perceptions of the clarity and effectiveness of its programs and how well those programs align with resident priorities.

QUALITATIVE DATA



Open-Ended Survey Question

1 open-ended question designed to provide opportunity for in-depth, meaningful resident insight through comments, questions, ideas, or solutions related to the event structure, content, materials, and/or housing and homelessness challenges in Tucson.



Roundtable Dialogues

29 roundtable discussions over the course of the 8-event series provided opportunities for residents and department leaders to engage in two-way dialogue which was transcribed and recorded for thematic analysis on common resident concerns.

SURVEY RESULTS & NET AGREEMENT SCORES



118 TOTAL PARTICIPANTS

63 SURVEY RESPONSES

53% COMPLETION RATE

ASSESSMENT TOOL: NET AGREEMENT SCORES

Net agreement scores measure the positive responses, providing a clear, directional indicator of sentiment toward a topic by all respondents.

Positive Responses - Negative Responses = Net Agreement Score

STRONG POSITIVE
45+

= Almost All Respondents Feel the Same (Highly Positive)

MODERATE POSITIVE
30 - 44

= Most Respondents Feel the Same, Some Don't (Favors Positive)

MILD POSITIVE
15 - 29

= Respondents Are Divided (Slight Positive)

MILD NEGATIVE
0 - 14

= Respondents Are Divided (Slight Negative)

EXAMPLE



NET AGREEMENT SCORE FORMULA



The following examples are real questions and answers taken directly from the data set.

Example 1:

Q: How important do you think it is for the City to invest in increasing the supply of affordable rental housing?

A: Important (56)

A: Neutral (5)

A: Not Important (2)

$$56 - 2 = 54$$

STRONG POSITIVE
45+

=

Almost All Respondents Feel the Same (Positive)

Example 2:

Q: How effectively do you think the City is currently performing in increasing the supply of affordable rental housing?

A: Effective (25)

A: Neutral (24)

A: Not Effective (14)

$$25 - 14 = 11$$

MILD NEGATIVE
0 - 14

=

Respondents Are Divided (Slight Negative)

SURVEY RESULTS DEPARTMENT- SPECIFIC



The net agreement scores are calculated by averaging responses to three department -specific questions:

- **Understanding** of the department's role and function
- **Clarity** and **effectiveness** of the department's programs
- **Alignment** of the department's programs **with resident priorities**



Net Positive Score

MILD NEGATIVE
0 - 14

MILD POSITIVE
15 - 29

MODERATE POSITIVE
30 - 44

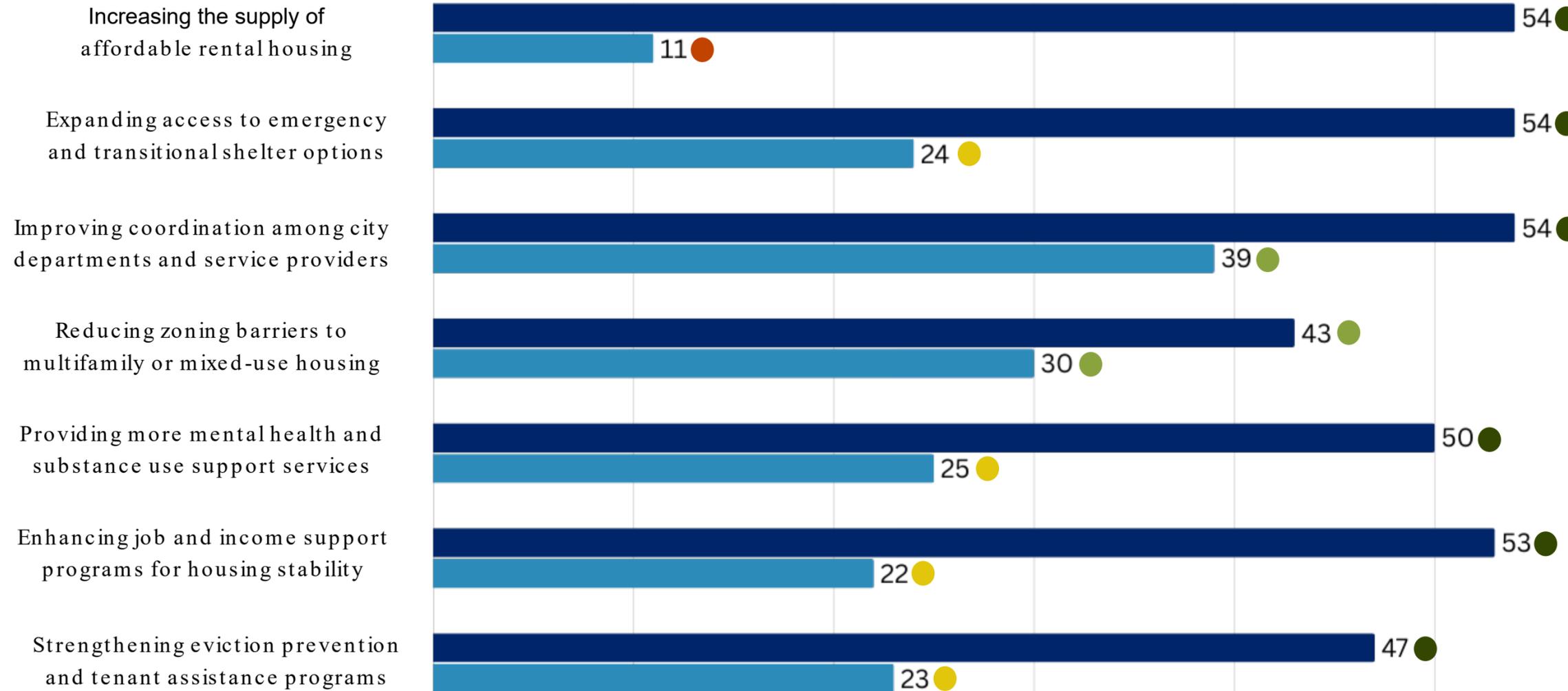
STRONG POSITIVE
45+



SURVEY RESULTS SERVICE SPECIFIC



● Importance ● Our Effectiveness



Net Positive Score



SURVEY: OPEN COMMENT THEMES



69 comments were analyzed

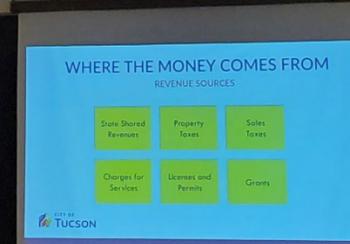
Top 5 Topical Themes



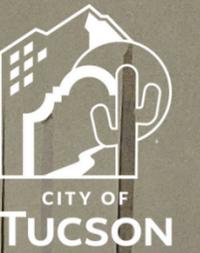
PLUS



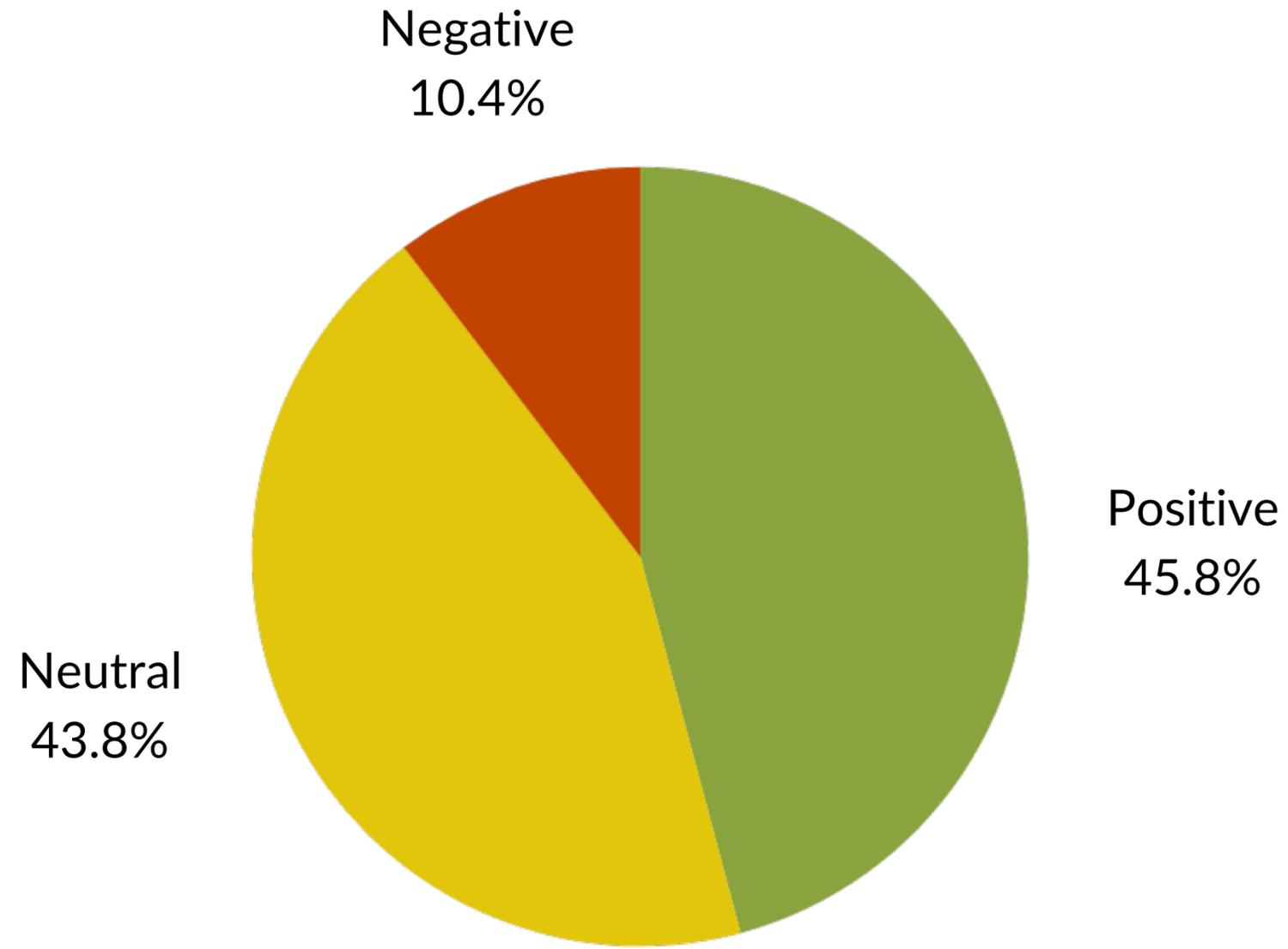
Number of Comments



SURVEY: OPEN COMMENT SENTIMENT



69 comments were analyzed



Overall Sentiment Distribution



SURVEY: OPEN COMMENT THEMES



SYSTEM/RESOURCE CAPACITY CONCERNS

- Residents frequently reflected on their **understanding of the limitations of the City's budget** noting high need across all departments, lack of sufficient funding to meet community expectations.

PUBLIC SAFETY CONCERNS

- Residents had many questions about TPD **planning, staffing, and alternatives to policing** but comments were not primarily negative - merely desiring more clarity.

HOUSING CONCERNS

- Participant comments emphasized the **barriers created by limited funding**, the **need for more affordable units** and expanded support programs, and **requested more support** for direct, flexible spending in Housing and Community Development.

INFORMATION NEEDS

- Participants requested more supplemental materials such as **slide copies**, **links to documents**, follow-up **information on future meetings**, and more **information from Departments**.

*"The TPD presentation definitely **needed more context** for the data presented on their slide. It would also have been nice for each department to show some **consistent information**, like their total budget, the percentage of the overall city budget, and how much budget they would ideally need to perform their functions at full capacity."*

PARTICIPANT FROM WARD 2

*I really like the **general approach** that the city is taking and support them continuing on their efforts. The fact is it seems like there **still isn't enough**, but they definitely seem to be moving in the right direction. My only concern, mostly with the planning and development services, is that we are **spending a lot of energy barking up the "Not enough housing" tree** and **not enough time, barking up the "restrictions and regulations on the use of existing housing" tree**, such as Airbnb and investment properties.*

PARTICIPANT FROM WARD 1

*I gained significant **important new information** from the session and a **better understanding** of the city's budget process.*

PARTICIPANT FROM WARD 6

SURVEY: OPEN COMMENT EVENT EXPERIENCE



WHAT WORKED WELL

- Events were described as **excellent**, **informative**, **clear**, and **engaging**.
- **Roundtable discussions** were frequently cited as the **most meaningful** part of the event.
- Many participants **expressed appreciation** for the opportunity **to speak directly** with high-level **department leaders**.

AREAS FOR IMPROVEMENT

- **Time constraints** were the most common critique; participants wanted longer and more relaxed discussions.
- Some found presentations slides **difficult to read**, both on screen and in printouts.
- Few cite **minor registration** or **logistics issues**.

*"The presentation - reflection - opportunities for **face - to - face discussion format** with rotating key city management reps was **perfect** for eliciting community engagement. This was the rare forum that made **participants feel valued** by their government officials who in turn were eager to share what they do."*

PARTICIPANT FROM WARD 6

*"Again - the **amount of time each table had** with each director was **not enough** to make the conversations fully meaningful - especially when some participants dominated the conversation with their personal situations and feelings is very informative but I feel like **more time** and **physical copies** of recent relevant department plans would be helpful."*

PARTICIPANT FROM WARD 2

*"**Extremely informative** and **engaging**. The format of presentations followed up with small group 1:1 with Dept leaders was **helpful**. Thank you for facilitating this **meaningful conversation**."*

PARTICIPANT FROM WARD 6

DIALOGUE: WHAT WE HEARD



Community Safety Health & Wellness

TOP RESIDENT PRIORITIES WERE:

- Connecting unhoused with healthcare and related services
- Coordinating efforts to connect the unhoused with employment services
- Success rates and gaps in programs offered
- Shelter admission requirements & barriers
- Veteran-specific support
- Reporting panhandling and encampments
- Impacts of funding cuts

Housing & Community Development

TOP RESIDENT PRIORITIES WERE:

- Impacts of funding cuts
- Voucher waitlist & plan for service
- Definition of affordable housing
- Housing preservation
- Middle housing
- Rent costs and restrictions on rent control
- Funding for new housing
- Housing payment assistance
- Insufficient public housing

Tucson Police Department

TOP RESIDENT PRIORITIES WERE:

- Officer staffing and availability
- Reporting & officer response times
- Proactive versus reactive approach to homelessness
- Funding and budget restraints
- Coordination with treatment and care providers
- Reporting procedures
- Community collaboration
- Drug use & gun violence, and safe transit

Planning & Development Services

TOP RESIDENT PRIORITIES WERE:

- Neighborhood involvement and support
- Housing & structural vacancies
- Development costs and regulations
- Zoning and permitting guidelines and restrictions
- Tiny homes, middle housing, casitas
- Subsidies and incentives for housing
- Resource conservation during development
- Transportation & transit concerns

RECOMMENDATIONS

EXPAND TIME FOR DIALOGUE

Increase duration of roundtable discussions, consider offering focus groups or breakout sessions for extended conversations

ENHANCE SURVEY DESIGN TO CAPTURE ISSUEBASED, SOLUTIONS ORIENTED FEEDBACK

Distinguish between feedback on event experience and policy issues, include follow-up feedback submission for unanswered questions

PROVIDE CONSISTENT OPPORTUNITIES FOR CONTINUOUS ENGAGEMENT

Create a mailing list for budget-related engagement events, consider creating year-round engagement events focused on different topics of the budget before budget approval processes begin

MAINTAIN HIGH VISIBILITY OF CITY LEADERSHIP

Continue including Department heads and staff in CMO-initiated engagement

IMPROVE LOGISTICAL CLARITY AND EVENT FLOW

Utilize different platform for registration, provide adequate acoustics and projection visibility

STRENGTHEN PRESENTATION ACCESSIBILITY

Larger font sizes, provide printed materials, access to presentations in advance





*"I hope the survey gives the session planners an idea of much how much their **organizational skill** and enthusiasm was appreciated by all in attendance. A very **praiseworthy** endeavor! I have attended meetings in all city wards and with many city departments over my fifty years in Tucson, but this forum was really **remarkable** . Kudos to all involved for a **speakers panel** and **participatory format** that made a subject with the potential of being dull as dust truly **interesting** and **fun!** "*

PARTICIPANT FROM WARD 6