



## COUNCIL MINUTES

February 23, 2017

The City Council of the City of Mesa met in a Study Session at the Sheraton Mesa Hotel at Wrigleyville West, 860 North Riverview, on February 23, 2017 at 8:04 a.m.

### COUNCIL PRESENT

John Giles  
Mark Freeman  
Christopher Glover  
David Luna  
Kevin Thompson  
Jeremy Whittaker  
Ryan Winkle

### COUNCIL ABSENT

None

### OFFICERS PRESENT

Christopher Brady  
Jim Smith

#### 1. Review items on the agenda for the February 27, 2017 Regular Council meeting.

All of the items on the agenda were reviewed among Council and staff and the following was noted:

Conflict of interest: None.

Items removed from the consent agenda: None.

#### 2-a. Hear a presentation and discuss conflict of interest and ethical issues for elected officials.

City Attorney Jim Smith displayed a PowerPoint presentation (**See Attachment 1**) related to conflicts, ethics and gifts.

Mr. Smith stated that there are two cornerstones to conflict of interest, which are statutory and ethical. He indicated that statutory instances have greater significance due to statutory penalties for violations. He said that ethical conflicts are more common and recommended that officials should declare possible conflicts to avoid any appearance of conflicts. He provided an example of a hypothetical scenario of a conflict that can arise on the Planning and Zoning Board. (See Page 2 of Attachment 1)

Mr. Smith illustrated a flowchart that simplifies how to determine a statutory basis for a conflict of interest. (See Page 3 of Attachment 1) He advised that he uses the chart when a Councilmember calls to ask if something is a conflict of interest, and noted that the analysis includes their family members as well.

In response to a question from Mayor Giles, Mr. Smith clarified that the analysis applies to employers and family, and stated that specific examples would be discussed.

Mr. Smith detailed the core statutory language and advised that the conflict does not necessarily have to be substantial interest, but can be direct or indirect. He listed the most common remote interests as non-salaried nonprofit officer, insignificant stock ownership and recipient of public services generally available. He provided the definition of non-speculative interest, per the Attorney General Handbook. He pointed out that the Attorney General's office is responsible for enforcing the conflict of interest statutes. (See Pages 4 and 5 of Attachment 1)

Mr. Smith determined the most difficult conflict to be outside employers, or when to declare a conflict that involves an outside employer, past employer, or possible employer. He provided other examples of conflicts such as HUD funded non-profits and the 300' rule of thumb. He emphasized that issues related to HUD funded non-profits are very complex and requested that Council speak to him directly on any such issues. He noted that the 300' rule is unique to Mesa such that if a rezoning or site plan case falls within 300' of your property, that a conflict be declared in order to avoid the appearance of a conflict. (See Page 6 of Attachment 1)

Mr. Smith detailed compliance, disclosure and penalties. (See Page 7 of Attachment 1) He indicated that disclosure requires disclosure of the conflict in one of two ways; (1) state it on the record to be included in the minutes and disclose the reason for the conflict, and (2) fill out a short form provided by the Attorney General's office and file with the City Clerk. He recommended filing the form with the City Clerk's office.

Mr. Smith described the three-step process that he follows related to gifts, beginning with State statute (entertainment ban and no improper gain). He suggested first considering if a matter is pending or proposed, meaning something that the City is currently working on, but has not yet reached an agenda, and to be cautious about anything accepted. (See Page 8 of Attachment 1)

In response to a question from Mayor Giles, Mr. Smith clarified that accepting tickets to Arizona State University (ASU) games may be questionable since the City often has ongoing issues with ASU. He emphasized that one should always consider if anything is pending, or actively being discussed, prior to accepting any tickets.

Mayor Giles inquired as to whether it would be a conflict if a Councilmember had accepted campaign contributions from someone who later appeared on an agenda related to a rezoning case.

Mr. Smith explained that ARS §38-505 related to campaign contributions refers to an exception that he would have to review. He suggested that elected officials review both Ethics Handbooks, one for employees and one for elected officials, and specifically Scenario 7 within the employee handbook. He highlighted the fact that the state passed ARS §41-1232.08 related to an entertainment ban after the adoption of the Ethics Handbook. (See Page 9 of Attachment 1)

In response to a question from Vice Mayor Luna related to disclosure for attending dinners at non-profit fundraising events, Mr. Smith advised that most meals do not exceed a \$50 value and would not require disclosure.

Mr. Smith illustrated other miscellaneous issues such as anti-lobbying provisions during procurement, and not utilizing City resources to influence the outcome of an election. (See Page 10 of Attachment 1)

Mayor Giles stated that he's had a law firm in Mesa for many years and provided a scenario of a past client bringing a matter before Council. He stated that he may not even remember the former client and asked if that would be too remote to declare a conflict.

Mr. Smith suggested that if he worked only once with the former client and has no expectation of gain, then a conflict does not need to be declared. He added that if the Mayor has a client that brings a significant amount of work to his firm, then although he may not have a current statutory conflict, he may have the appearance of a conflict. He added that the possibility of receiving work from the client in the future based on his vote may cause an ethical conflict of interest.

In response to a question from Vice Mayor Luna, Mr. Smith indicated that his role is to advise the Council and committees, but he is not responsible for policing conflicts of interest.

In response to a question from Councilmember Whittaker, Mr. Smith clarified that the ethical conflicts are enforceable by the City Council, whereas the statutory conflicts fall under the Attorney General's office. He added that citizens may also file a suit.

Mayor Giles thanked Mr. Smith for the presentation and the good reminder for Councilmembers.

2-b. Hear a presentation, discuss and provide direction on the existing City Strategic Priorities and Goals (Community Safety, Workforce Development, Sustainable Economy, Transforming Neighborhoods and Placemaking) and possible additional priorities and goals.

Mayor Giles highlighted the key elements that he believes should be discussed under this agenda item:

- Discuss and revise the current priorities
- Determine measurement factors by tying the priorities to real data
- Review the measurements throughout the year to determine if goals are being reached or require adjustments

Discussion ensued related to the current Mayor and Council Strategic Priorities (**See Attachment 2**) as well as issues experienced with access to the data, and how clearly the goals are defined.

City Manager Christopher Brady reported that he has scheduled meetings with department directors to discuss their performance measures on MesaStat reports. He added that part of the performance evaluations includes a review of how well the departments are achieving their goals.

Councilmember Thompson suggested that data be shared with citizens that tells the story of how Mesa operates, such as how many miles of pavement is installed, how many millions of gallons of water is used per day, etc.

Councilmember Winkle concurred with Councilmember Thompson and added that it would be helpful to include an explanation of how those items relate to a citizen's tax dollars.

Mr. Brady explained that last year, the five current initiatives were given to staff and each department was asked to establish significant data sets relative to the initiatives. He stated that if it is the direction of the Council to change the initiatives, then it would need to be decided as to the best measures for determining the outcome for each department. He noted that the system is labor intensive and not real time, so maybe staff can explore a more efficient way.

In response to a question from Councilmember Whittaker related to a clear vision statement, Mr. Brady explained that years ago, strategies were established by the Council and goals were set. **(See Attachment 3)** He indicated that those strategies set the foundation for the current initiatives, but were not continually promoted due to changing Councilmembers. He suggested that the list of strategies would be a good reference point when adopting new policies.

Vice Mayor Luna inquired about economic development and why it fell under two separate categories, 'Workforce Development' and 'Sustainable Economy.' He commented that he sees workforce development as education.

Mr. Brady replied that the number one driver of economic development, from a business owner's perspective, is to have qualified employees to fill jobs.

Councilmember Winkle pointed out that the dashboards have chart headings, but are lacking definitions to explain the data.

Councilmember Thompson referred to the 'Community Safety' dashboard and voiced the opinion that the provided police call data fails to tell the true story. He explained that data from the entire City is included in the charts, which misrepresents the numbers.

It was the consensus of the Council that 'Community Safety' would remain as a strategic priority. Discussion ensued related to the broad definition currently provided. (See Page 3 of Attachment 2)

Mayor Giles commented that the broad definition of "Building communities that are safe, healthy, and welcoming" allows the inclusion of police and fire safety, diversity, and people feeling welcomed and safe.

Councilmember Thompson voiced the opinion that the term 'diversity' belongs within a different priority than 'Community Safety', such as 'Transform Neighborhoods' or 'Placemaking.'

Mayor Giles reviewed the definition for the strategic priority 'Workforce Development' and said that it makes him think of education.

Councilmember Thompson stated that he thinks of the workforce when he sees the title 'Workforce Development'. He mentioned that a data set included on the dashboard is the Title 1 Schools (free and reduced lunch program) and he felt that information was not necessary. He added that Gilbert, Queen Creek, as well as charter schools should be included in the data to tell the true story of education in Mesa.

Mayor Giles suggested that the Title 1 school information was helpful, but possibly better placed under 'Transforming Neighborhoods', instead of 'Workforce Development.'

Vice Mayor Luna suggested that economic development should fall under 'Workforce Development.'

Councilmember Thompson agreed with Vice Mayor Luna and suggested that college degrees be included within the data sets.

Councilmember Glover suggested adding a strategic priority called 'Well Managed Government' and provided examples of items to be included. He commented that placemaking does not need



to be its own category and could fall inside of 'Transform Neighborhoods.' He added that 'Workforce Development' and 'Sustainable Economy' could be combined into one item.

Mayor Giles stated that he would like to see the word education included in the definition of 'Workforce Development.' He indicated that having an educated workforce that is employable is important and requested that staff return with a data set that incorporates these ideas.

Mayor Giles felt that 'Workforce Development' and 'Sustainable Economy' should remain separate priorities and each should include the following data:

- Workforce Development – college and education of work force.
- Sustainable Economy – fund balance and financial stability, employment rates, and more economic focused statistics.

Councilmember Whittaker added that 'Workforce Development' should be expanded to include entrepreneurship.

Mayor Giles highlighted the following items and indicated that they should be included within 'Workforce Development/Education': number of higher education students, number of early education students, and homeless population. He added that 'Sustainable Economy' should include the fund balance, jobs/employment, number of garbage barrels issued, and number of start-up businesses. He stated that Mesa does not currently require business licenses, but maybe if it did then Council could see how many businesses are created and/or dissolved in the City.

Mayor Giles requested having a City Council dashboard with a few categories that show measurements that can be reviewed monthly.

Discussion ensued related to the difference between 'Transform Neighborhoods' and 'Placemaking', as well as adding a strategic priority called 'Community Engagement.'

Mayor Giles recognized that good customer service is one of the City's main missions and that requires surveying citizens to gauge City performance. He suggested that such feedback, or community engagement, should fall under 'Well Managed Government.'

It was the consensus of the Council to combine 'Transform Neighborhoods' and 'Placemaking,' as a representation of development and redevelopment, and to retitle the strategic priority as 'Stronger Neighborhoods and Placemaking.'

Councilmember Freeman indicated that transportation is important to businesses and employers, and suggested that the various forms of available transportation in Mesa should be included as a benchmark (i.e., Light rail, bus ridership, etc.).

Discussion ensued related to fiscal responsibility.

It was the consensus of the Council that internal fiscal responsibility should fall within 'Well Managed Government' and external fiscal responsibility would fall within 'Sustainable Economy.' Vice Mayor Luna voiced the opinion that diversity is internal and should fall within the priority of 'Well Managed Government.' He clarified that how Mesa government responds to diversity is important.

Mr. Brady stated that the focus today is to have diversity within the neighborhoods and to engage the more diverse communities within the City.

It was the concensus of the Council that the word diversity will be included within the definition of 'Stronger Neighborhoods and Placemaking.' Mr. Brady will return to Council with suggested wording.

Mr. Brady advised that he would write up a definition for 'Well Managed Government' that will include community engagement, fiscal responsibility, and customer service.

(Mayor Giles declared a recess at 9:55 a.m. The meeting reconvened at 10:07 a.m.)

Mr. Brady announced that it was a good time to begin focusing on the Key Performance Indicators (KPIs).

In response to a comment from Councilmember Freeman related to Arts and Culture, Mr. Brady replied that the item will remain under 'Placemaking.'

Councilmember Whittaker suggested focusing more on innovation than workers, and empowering people to be their own business owners. He expressed the opinion that the title should be 'Workforce Development and Entrepreneurship.'

Councilmember Thompson recommended including business start-ups and entrepreneurs within 'Sustainable Economy.' He indicated that companies coming into Mesa look for a strong workforce.

Mr. Brady suggested that start-up businesses and entrepreneurship can be included within both 'Workforce Development' and 'Sustainable Economy.' He added that we need to build a strong workforce to attract any number of employers but we also want to produce the culture that we promote small businesses and entrepreneurship. He stated that he would capture all the comments and return with some ideas.

2-c. Hear a presentation, discuss and provide direction on the existing, and possible additional, performance measures relating to the City Strategic Priorities and Goals (i.e., data supporting the priorities and goals).

Mayor Giles began the review of the data sets and performance measures.

Councilmember Thompson referred to the current data sets for 'Community Safety' and discussed the crime map. (See Page 10 of Attachment 2)

In response to discussion of the accuracy and usefulness of the data currently provided, Mr. Brady agreed that the population and density of specific areas play a role in call times. He recommended a later discussion as to what threshold should be reached before adding more stations. He noted that he could provide Council with the breakdown of calls by district, but did not feel it was necessary to show on the dashboard.

In response to a comment from Mayor Giles related to charting calls for service, Councilmember Glover suggested that it may be more helpful to see a metric of total calls for service versus number of cases closed.

Vice Mayor Luna pointed out that breaking down the number of fire calls versus calls for medical assistance would be helpful as well.

Councilmember Whittaker commented that response times should only be measured on the priority calls, and exclude non-emergency calls.

Mayor Giles listed his desired goals for 'Community Safety' as reduced crime and reduced response times for fire.

Discussion ensued related to transportation within 'Community Safety' and Mr. Brady agreed to come back with a chart of the pavement management program in the City, which could illustrate a benchmark.

Mayor Giles referred to the performance measures for 'Workforce Development.' (See Page 11 of Attachment 2) He said that he would like to know the number of college students in Mesa with a goal of closing the gap between Mesa and surrounding cities.

Councilmember Thompson suggested that looking at the number of students in Mesa taking the Preliminary Scholastic Aptitude Test (PSAT) is a good indicator of those going to college. He clarified that the report only includes students within the Mesa School District, and not the schools in Gilbert, Queen Creek, and charter schools where many Mesa students attend. He pointed out that East Valley Institute of Technology (EVIT) should also be included since it offers an essential education.

Mr. Brady explained that the issue is that many students who attend college in Mesa are not necessarily Mesa residents.

Mayor Giles said the focus is how many jobs are in Mesa. He indicated that to improve that number, we must improve the number of higher education opportunities in Mesa. He reported that he would like to measure progress on higher education attainment in Mesa, or increased numbers of those attending college. He suggested the City can partner with Mesa Community College, encourage students to take the PSAT, help with college planning, complete the Free Application for Federal Student Aid (FAFSA), and discover other ways to help them get to college. He commented that many students coming out of EVIT are making more money than students graduating from ASU.

Mayor Giles continued by saying that he would like to see if early education enrollment is going up or down, since that was a focus over the past year. He stated that the employment rate versus the unemployment rate is relevant, as well as the homeless count.

Mayor Giles announced that the time constraint for this meeting requires Council to schedule discussions on the remaining titles (Sustainable Economy, Stronger Neighborhoods and Placemaking, and Well Managed Government) over the next few weeks or months. He indicated that staff would return with ideas on metrics.

In response to a question from Councilmember Freeman related to taxation and the cost of doing business in Mesa compared to other communities, Mr. Brady confirmed that information is provided in the budget.

Councilmember Whittaker inquired about the General versus Enterprise Funds, City debt and historical comparisons. He believes that City debt is relevant to the cost of living in Mesa.

Mr. Brady explained that Mesa only began issuing secondary property tax in 2008, so the cost is low compared to other cities. He stated that the Public Safety Personnel Retirement System (PSPRS) expenses/debt cannot be controlled by the City, but he can provide that information.

2-d. Hear a presentation, discuss and provide direction on a NextMesa digital community engagement campaign.

Assistant City Manager Kari Kent displayed a PowerPoint presentation related to moving Mesa to the next level using digital community engagement. **(See Attachment 4)** She reported that at the Mayor's State of the City Address, the audience was asked to participate in a survey by use of digital technology on their smartphones. She explained that the survey initiated an idea to use digital technology to reach citizens and ask about their community priorities.

Ms. Kent recognized a company called Ideas Collide, which provide digital strategists who help organizations seek engagement with residents. She noted that Ideas Collide is a Valley-based company with clients such as Intel, and were used by the Arizona Super Bowl Host Committee due to their expertise in Spanish marketing. (See Page 3 of Attachment 4)

Ms. Kent provided examples of the brand development provided by Ideas Collide for AZ Cities @ Work. She said that the company would help compel people to participate and want to be more engaged. She added that the company would define KPI's and utilize their expertise in social media to gain insight. She explained that staff would work with Ideas Collide to select a particular engagement tool and ask residents to provide input for initiatives and projects they would like to see in Mesa. (See Pages 4 through 7 of Attachment 4)

Ms. Kent explained that the digital strategy would include meeting with staff to determine strategy and define target groups. She stated that the next step would be the task of establishing potential engagement categories or strategic goals. (See Page 9 of Attachment 4)

Ms. Kent reported that staff has already reviewed engagement tools and worked on an example, based on the My NextMesa video. She displayed the first page of the video, which provided the the answers given by residents when asked to complete the sentence "My #NextMesa is..." She illustrated the next page consisting of many categories with pictures to provide feedback. She said that residents can comment or like other's answers or add their own questions. (See Pages 10 and 11 of Attachment 4)

Ms. Kent highlighted various digital advertising platforms, such as social advertising or Google AdWords. She explained that Google AdWords offers the capability of creating a pop-up page seeking additional feedback on a topic that is typed. She noted that pop-up windows may also be created to request feedback on the City's registration sites for parks, the library page, or even utility payment pages. (See Page 12 of Attachment 4)

Ms. Kent said that if Council has the interest, then staff would meet with Ideas Collide to evaluate the software tools and could launch a campaign in conjunction with the Parks and Recreation Needs Assessment. She suggested that Council could appoint a community board to vet feedback and provide recommendations to Council on top priorities. (See Page 13 of Attachment 4)

Mr. Brady mentioned that this company seems to be on the leading edge of community engagement and is familiar with cities. He inquired if this was the direction that Council would like to take to engage our community.

In response to questions from Councilmember Winkle, Mr. Brady indicated that the idea of hiring a chief digital officer was discussed, but said the current resource constraints cause uncertainty. He explained that if feedback is received that Mesa wants to have Wi-Fi access throughout the City, then that would go through the community advisory boards to evaluate and determine the priorities. He added that eventually, the ideas would come before the Council to decide what resources the City has or does not have.

Ms. Kent commented that staff talked with Ideas Collide with regard to capturing information and how to move the strategy to target other areas or demographics that may not be providing feedback.

Mr. Brady indicated that a proposal was received from Ideas Collide for approximately \$50,000 and staff is requesting Council direction to move forward.

Ms. Kent explained that the digital level feedback would provide information on the residents' priorities. She reported that the City currently has 100 social media sites throughout the different departments, which is difficult to coordinate.

In response to a question from Councilmember Winkle, Ms. Kent explained that part of the \$50,000 cost is to utilize the campaign through Ideas Collide. She stated that staff must analyze the cost of purchasing our engagement tool, which would allow for various department utilization.

Vice Mayor Luna supported the idea and appreciated that Ideas Collide works with the Latino community. He commented that focusing on engagement with the senior population and their computer ability is important as well.

Councilmember Whittaker asked if any consideration was given to having a different approach with Channel 11 and the possibility of allocating a portion of their budget to a digital department.

Mayor Giles pointed out that the Arizona Republic continues to shrink and the reporters are no longer attending every Council meeting to post articles. He suggested that Mesa may need to increase the Channel 11 budget or staff for social media to raise the level of community engagement.

It was the consensus of the Council to move forward with the campaign with Ideas Collide, and continue to discuss ways to become more digitally engaged.

2-e. Hear a presentation, discuss and provide direction on the City Council priorities relating to the Community Development Block Grant, HOME Investment Partnerships, Emergency Solutions Grant, and the Human Services Programs funding.

It was the consensus of the Council that this item be tabled until the Study Session to be held on Monday, February 27, 2017.

3. Adjournment.

Without objection, the Study Session adjourned at 11:27 a.m.

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JOHN GILES, MAYOR

ATTEST:

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DEE ANN MICKELSEN, CITY CLERK

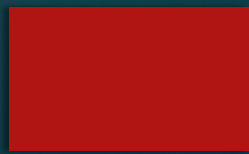
I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Study Session of the City Council of Mesa, Arizona, held on the 23rd day of February, 2017. I further certify that the meeting was duly called and held and that a quorum was present.

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DEE ANN MICKELSEN, CITY CLERK

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(attachments – 4)

# Conflicts, Ethics, & Gifts





# Conflict of Interest – two cornerstones

1. Statutory Conflict of Interest Analysis – detailed but sometimes counterintuitive state statute, AG Handbook provides some guidance, statutory penalties for violations.
  2. The City of Mesa Ethics Handbook for Elected Officials & Advisory Board Members – states that “officials should declare possible conflicts to avoid any appearance of impropriety.” Section III(C). City Council enforces. City Charter, Section 206(B)(2).
- Hypothetical: P&Z Board member who is an architect and has, in the past, frequently worked with Developer A and markets to Developer A. Developer A has a site plan review before the P&Z Board that this Board member did not work on.



# Conflict of Interest - simplified

Do I have a conflict of interest?  
The "Substantial Interest" test

Do I have any "pecuniary or proprietary interest, either direct or indirect?"

No

No Conflict

Yes

Is the interest remote or speculative?

Remote  
(10 defined categories)

Speculative

CONFLICT

If you have a conflict, you must disclose the interest and not participate in the matter.

You include the following relatives: your spouse, children parents, in-laws, grandchildren, grandparents, step-children and step-parents.

# Conflict of Interest - details

1. The core statutory language: “Any public officer or employee who has or whose relative has, a *substantial interest* in any decision of a public agency shall make known that interest in the official records of such public agency and shall refrain from participating in any manner as an officer or employee in such decision.” A.R.S. §38-503(B).
2. The use of the word “substantial” in the statute is very misleading because the definition of “substantial interest” eliminates any need for “substantiality” and only requires “any” interest—so do not rely on substantial as a defense. Here is the definition: “Substantial Interest means any non-speculative pecuniary or proprietary interest, either direct or indirect, other than a remote interest.” A.R.S. §38-502(11).



# Exceptions: Remote & Non-speculative

1. Remote – The statute defines ten remote interests—it must be within one of the ten categories to be a remote interest. The most common are:
  - Non-Salaried Nonprofit Officer
  - Insignificant Stock Ownership
  - Recipient of Public Services Generally Available (e.g., Mesa Utilities)
2. Non-speculative interest – not defined and case law has only handled extreme examples. The most helpful clarification is the following: “The term ‘interest’ does not mean a mere abstract interest in the general subject or a contingent interest but is ‘a pecuniary or proprietary interest, by which a person will gain or lose something, as contrasted with a general sympathy feeling or bias.’”



# Examples

- ❖ Outside Employers – when to conflict off a matter that involves an outside employer, past employer, or possible employer (e.g., the P&Z example) involves the most difficult conflict issues.
  - The P&Z Example. Spectrum from legal conflict to appearance of a conflict.
    - Case law mostly has addressed the extreme examples, Attorney General Handbook creates more issues and indicates an aggressive interpretation.
- ❖ HUD Funded Non-Profits – complex issues that can affect the non-profits funding—need to review before you go onto such a board.
- ❖ 300' Rule of Thumb - If a Councilmember (or a relative) owns property within 300' of a rezoning case (site plan approval, etc.), the councilmember has historically conflicted off to avoid the appearance of a conflict. This is done because rezoning property increases the value of the property and may increase the value of adjacent property.



# Compliance, Disclosure, Penalties

- ❖ Compliance – once you determine you have a conflict, you must disclose the interest and withdraw from all participation in the decision.
- ❖ Disclosure - once you determine you have a conflict, you need to either file a written disclosure statement with the City Clerk or have the City Clerk file a copy of the official minutes where you disclose the conflict. I recommend filling out the form with the City Clerk.
- ❖ Penalties – depends on whether it is determined to be knowing/intentional or negligent/reckless: felony vs. misdemeanor. And forfeiture of public office!



# Gifts – my three step review

I look at gift issues in this order:

1. State Statutes – Matters that are Pending or Proposed
  - o Entertainment Ban: no entertainment gifts (from a person who is paid to influence/lobby legislation—broadly worded) if there is a matter pending or proposed. ARS § 41-1232.08
  - o No Improper Gain: prohibited from agreeing to receive or receiving anything of value in any case, proceeding, application, or other matter which is pending before the public agency. ARS § 38-505(A)



# Gifts – continued

2. Ethics Handbook for Employees – Specifically Scenario #7 (page 19).
  - Consultant who does work for the City on and off for several years gives gifts to City Department—some gifts are of nominal value (\$25) and can be shared with the public (e.g., cookies) and gifts of greater value (\$60) for the Department Manager. Analysis: shared with all vs. individual; nominal vs. more than nominal. Pending vs. not pending. Note: conceptually similar to proposed or pending but broader to include reasonably expected future proposals.
3. Ethics Handbook for Elected Officials - Section II(B) (2) deals with disclosure and policy on acceptance of gifts and favors.
  - File a disclosure statement with the City Clerk within two business days (or within two business days of returning from out of town) if you accept a gift that exceeds \$50 or any tickets to a sporting event or some other type of entertainment if the person who gave you the gift has some issue that may come before the City.
  - Note: The state passed A.R.S. § 41-1232.08(B) after the adoption of this Ethics Handbook, so the handbook doesn't reference these statutory restrictions.

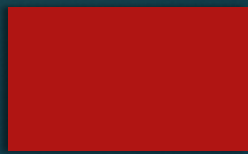


# Other Ethical/Legal Prohibitions

- ❖ Anti-Lobbying Provisions During Procurement
  - This prohibition is imposed from the time of the first public notice of the solicitation until the City cancels the solicitation, rejects all responses, awards a contract or otherwise takes action which ends the solicitation process.
  - Phoenix Taser Example
- ❖ No Influencing Any Election With City Resources - These prohibitions apply to all elections (e.g., PSPRS constitutional change election).
  - Prohibits spending or using “resources, including the use or expenditure of monies, accounts, credit, facilities, vehicles, postage, telecommunications, computer hardware and software, web pages, personnel, equipment, materials, buildings or any other thing of value of the city or town, for the purpose of influencing [supporting or opposing a candidate or issue] the outcomes of elections.” A.R.S. § 9-500.14.



# Conflicts, Ethics, & Gifts



# Mayor and Council Strategic Priorities

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# Mayor and Council Strategic Priorities

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Community Safety

Workforce Development

Sustainable Economy

Transform Neighborhoods

Placemaking

# Community Safety

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**Building communities that are safe, healthy,  
and welcoming**

# Workforce Development

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Creating an enriching environment where the skills required to succeed in today's economy are made readily available and easily accessible

# Sustainable Economy

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Striving for continued economic growth and increased prosperity for all Mesa residents

# Transform Neighborchoods

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Mesa's neighborhoods are clean, safe, diverse, and economically vibrant places where residents and businesses are engaged, informed, and take pride in their properties and community

# Placemaking

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**Cultivating vibrant unique spaces ranging from a city block to entire economic centers that attract and benefit residents, businesses, and visitors**



# Datasets

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[open.mesaaz.gov](http://open.mesaaz.gov)



mesa•az

# Mayor and Council Strategic Priorities

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Community Safety

[Community Safety Datasets](#)

Workforce Development

[Workforce Development Datasets](#)

Sustainable Economy

[Sustainable Economy Datasets](#)

Transform Neighborhoods

[Transform Neighborhoods Datasets](#)

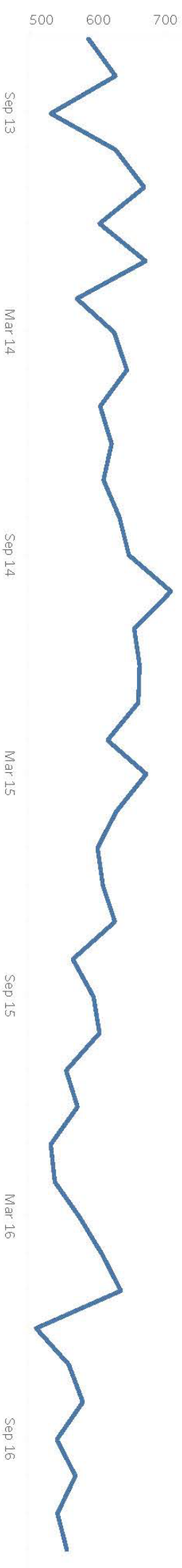
Placemaking

[Placemaking Datasets](#)

# Community Safety

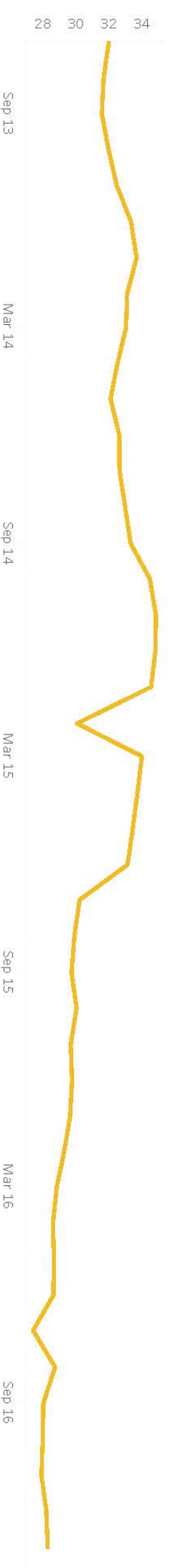
## Police Department Clearance Count

A crime is labeled as cleared once a charge has been submitted. The case may not be closed, but a suspect was charged.

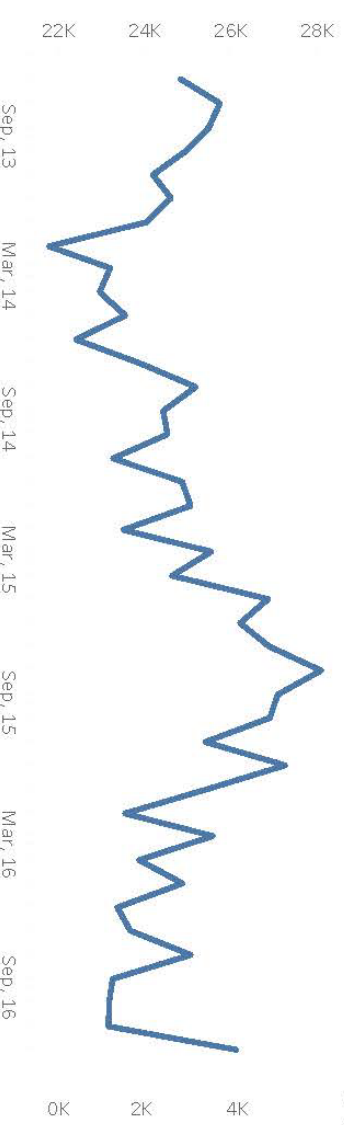


## Part 1 Crime Rate per 1k Mesa Population

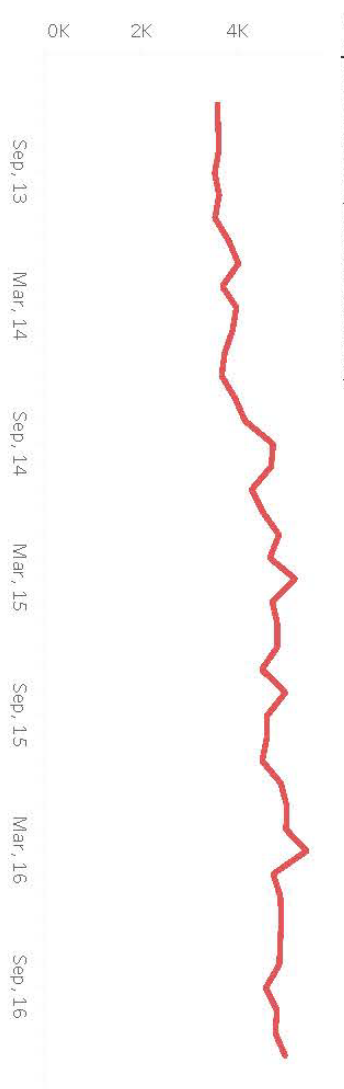
Includes Homicide, Rape, Aggravated Assault, Kidnapping, Robbery, Theft, Burglary and Stolen Vehicle



## Number of Calls for Service received by Mesa Police Department (source: Hexagon CAD)



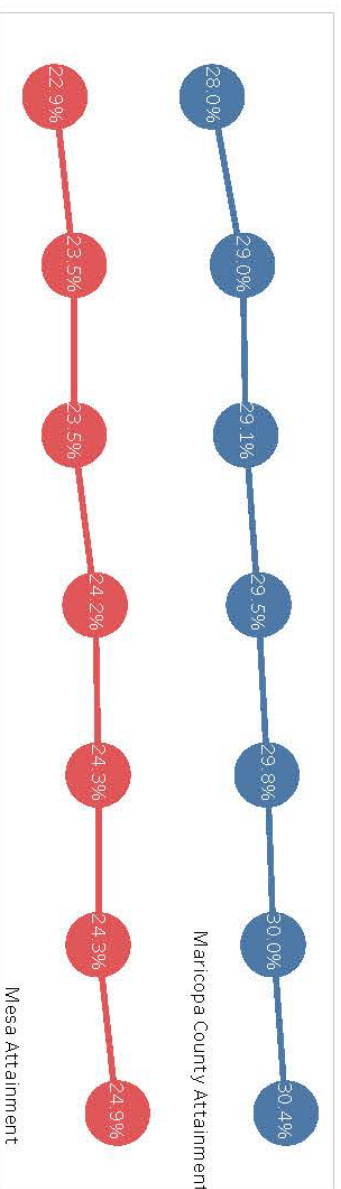
## Number of Calls for Service received by Mesa Fire and Medical Department (source: Hexagon CAD)



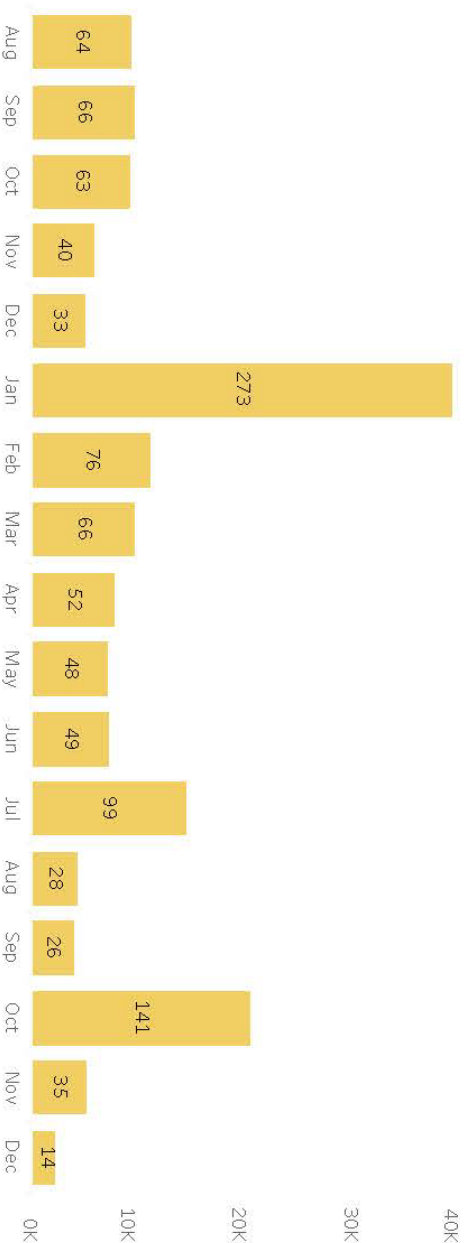
# Workforce Development

Percentage of **Mesa** Population Over 25 with a Bachelor Degree or Higher Compared to **Maricopa County**

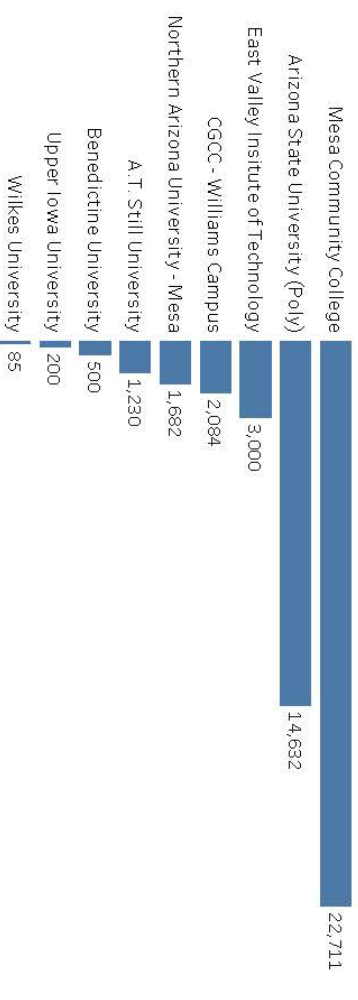
(Source: Census Bureau)



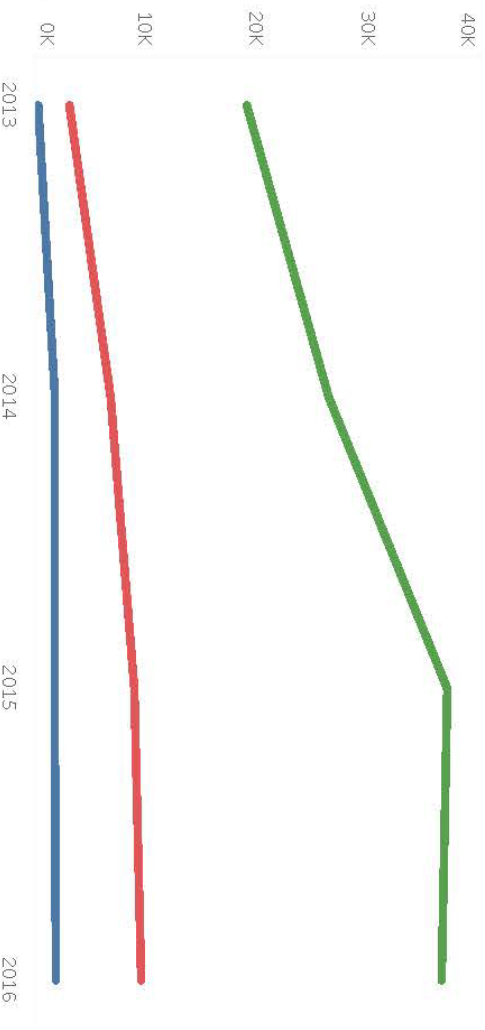
Number of New Students Accessing Mesa Counts on College Services Aug 2015 to Present



In 2016, there are **46,124 Students** Enrolled in Mesa Higher Education Institutions



Number of **Children, Adults** and **Teens** Attending Mesa Public Library Programs



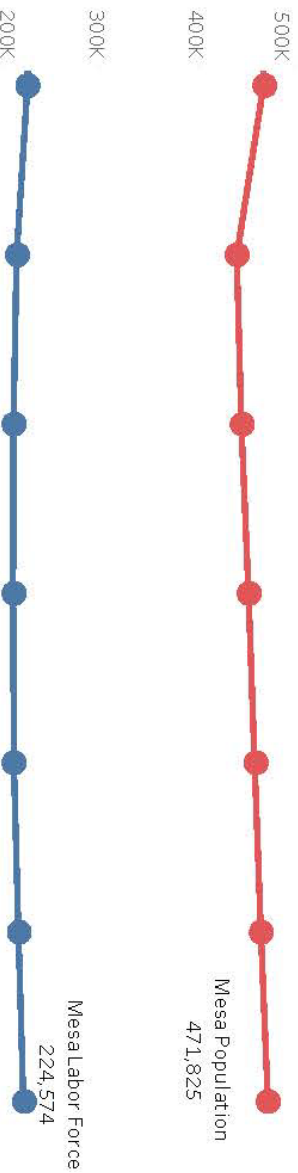
# Sustainable Economy

## Unemployment Rate

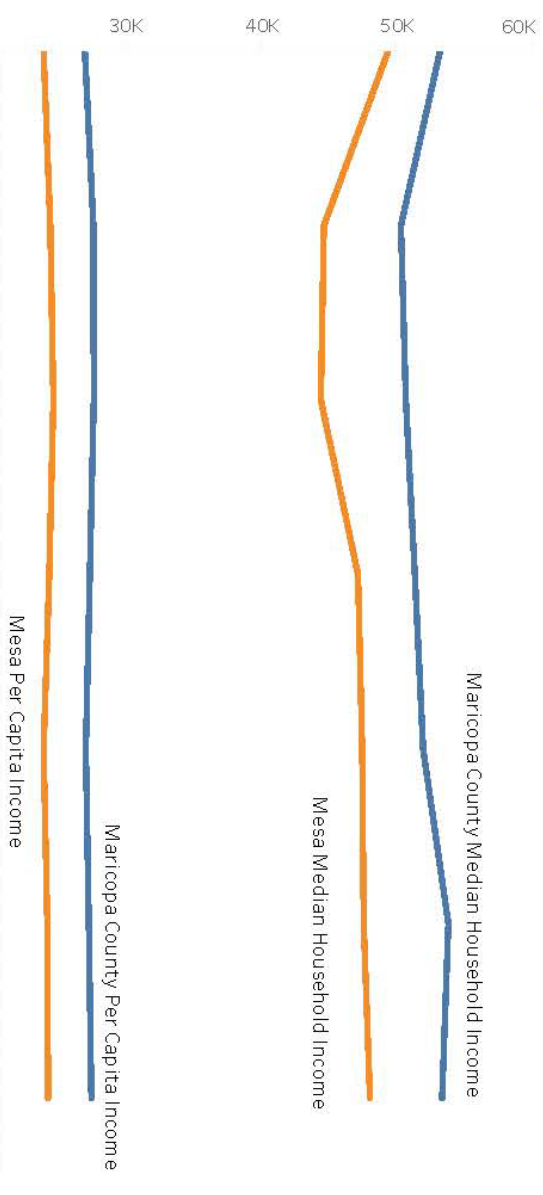
From 2010 through 2014, the Unemployment Rate in **Mesa** was slightly above **Maricopa County's**. In 2015, both **Mesa** and **Maricopa County** were at **5.2%** (Source: Bureau of Labor Statistics)



**Mesa Labor Force** in comparison to **Mesa Total Population** (Source: Bureau of Labor Statistics)



In 2015, Median Household Income in **Mesa** is \$5K less than in **Maricopa County** (Source: Bureau of Labor Statistics)



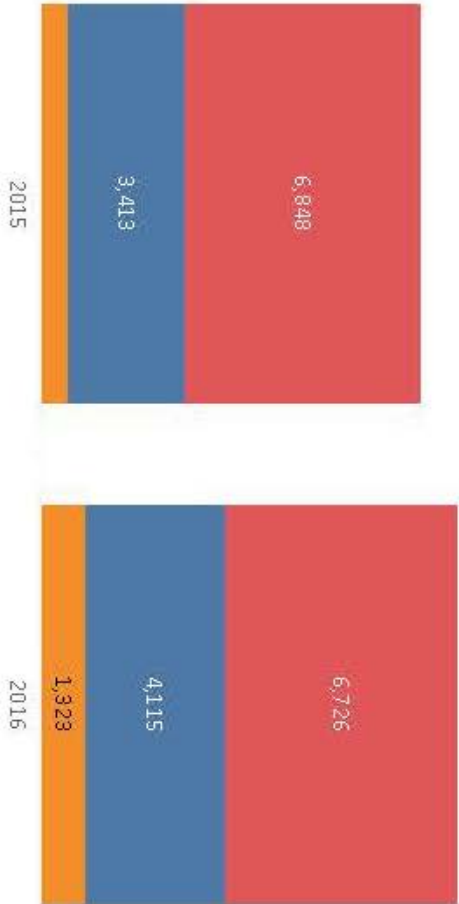
**Businesses and Jobs in Mesa** (Source: ESRI Community Analyst)

**Number of Businesses**  
 14,532

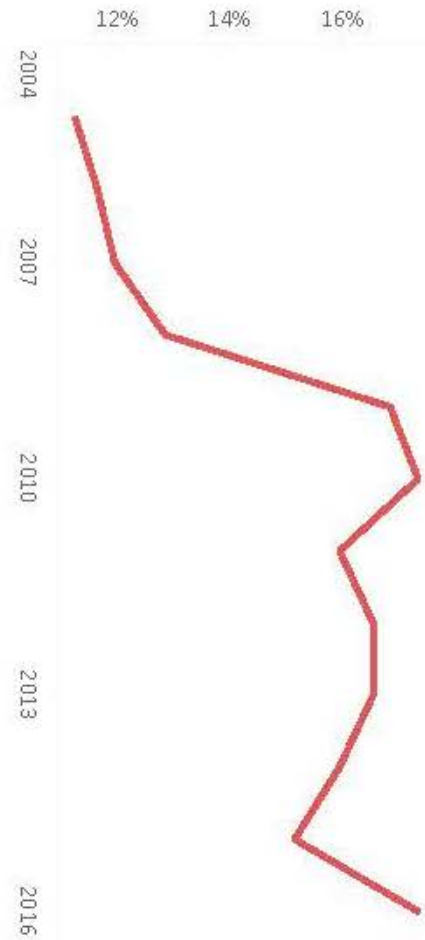
**Number of Jobs**  
 156,606

# Transform Neighborhoods

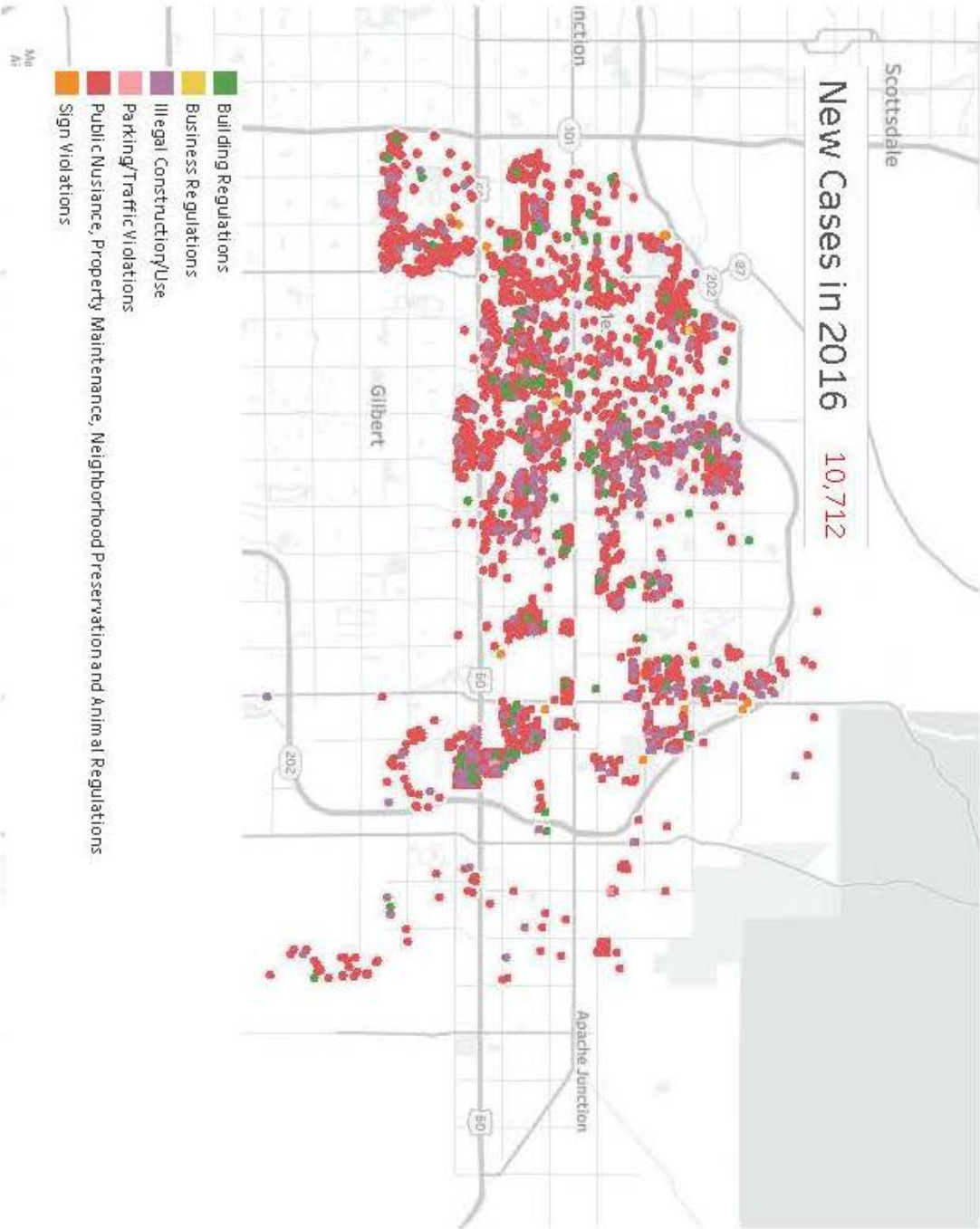
Code Complaints Closed within **15 days**, **16-30 days** or **30+ days** (Source: Tidemark)



Housing Vacancy Rate  
 % of homes vacant in Mesa (Source: ESRI Community Analyst)



Incidents of Code Violation Complaints in 2016 (source: Tidemark)





# Transform Neighborhoods

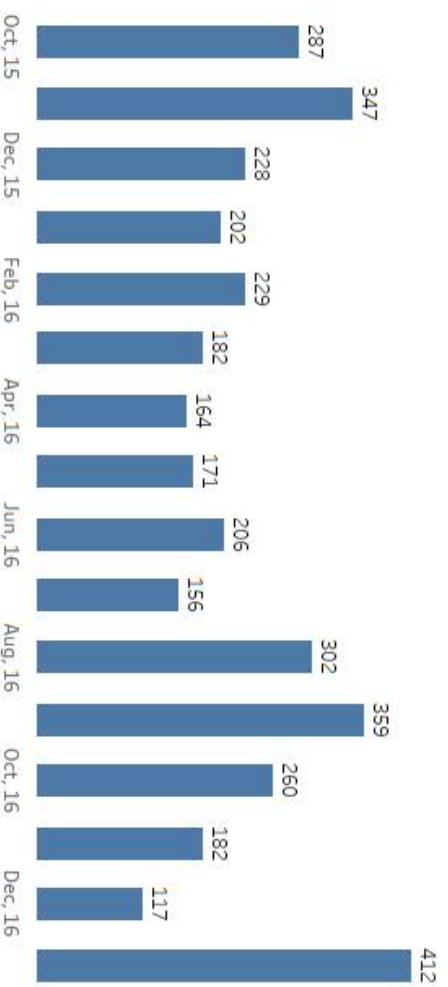
## Square Footage of Abated Graffiti

Does not include Graffiti abated by Parks and Rec or the Signs department. (Source: CitySource)

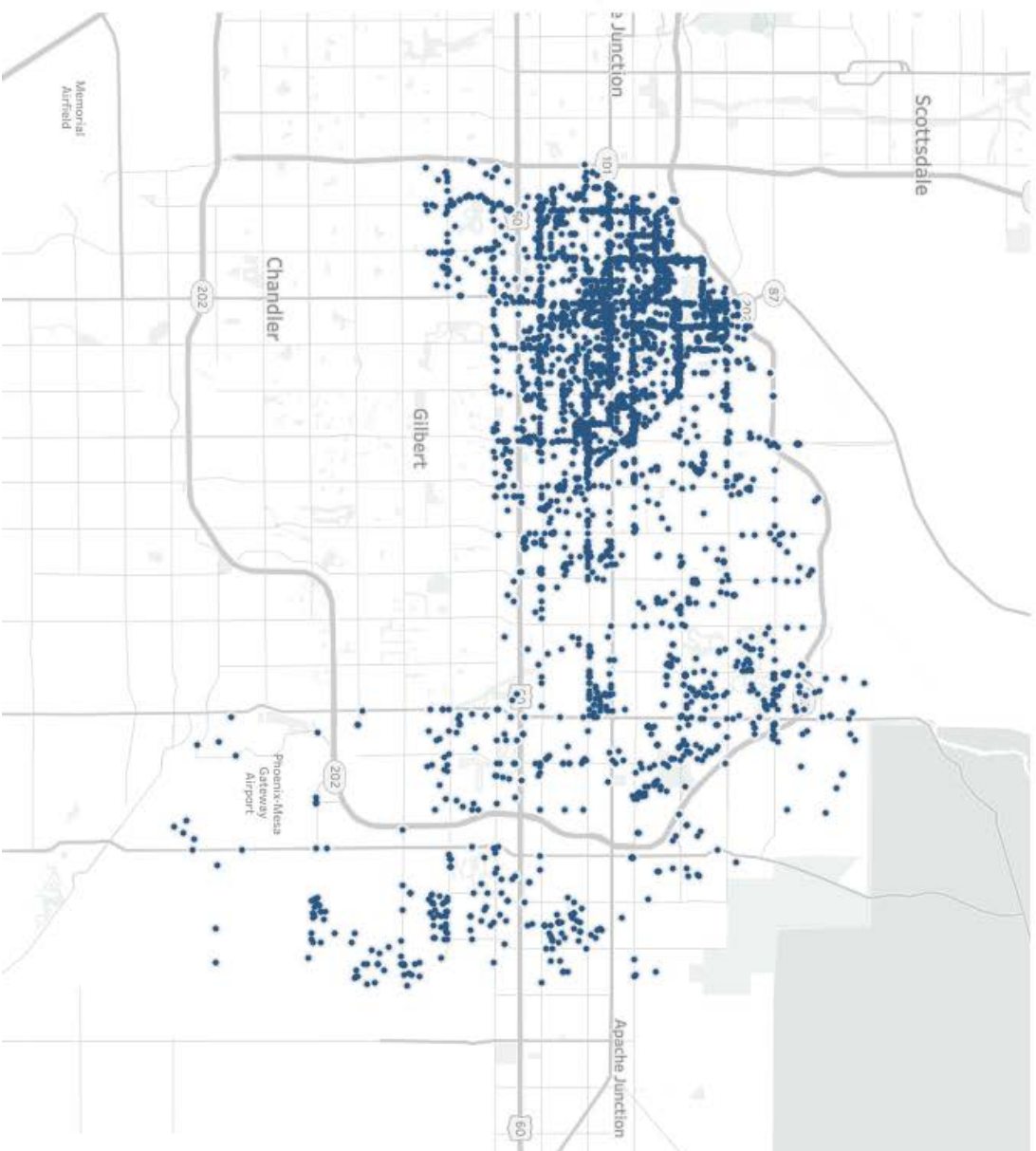


## Number of Abated Graffiti Incidents

Counts do not include Graffiti reported at Parks or on Signs. (Source: CitySource)



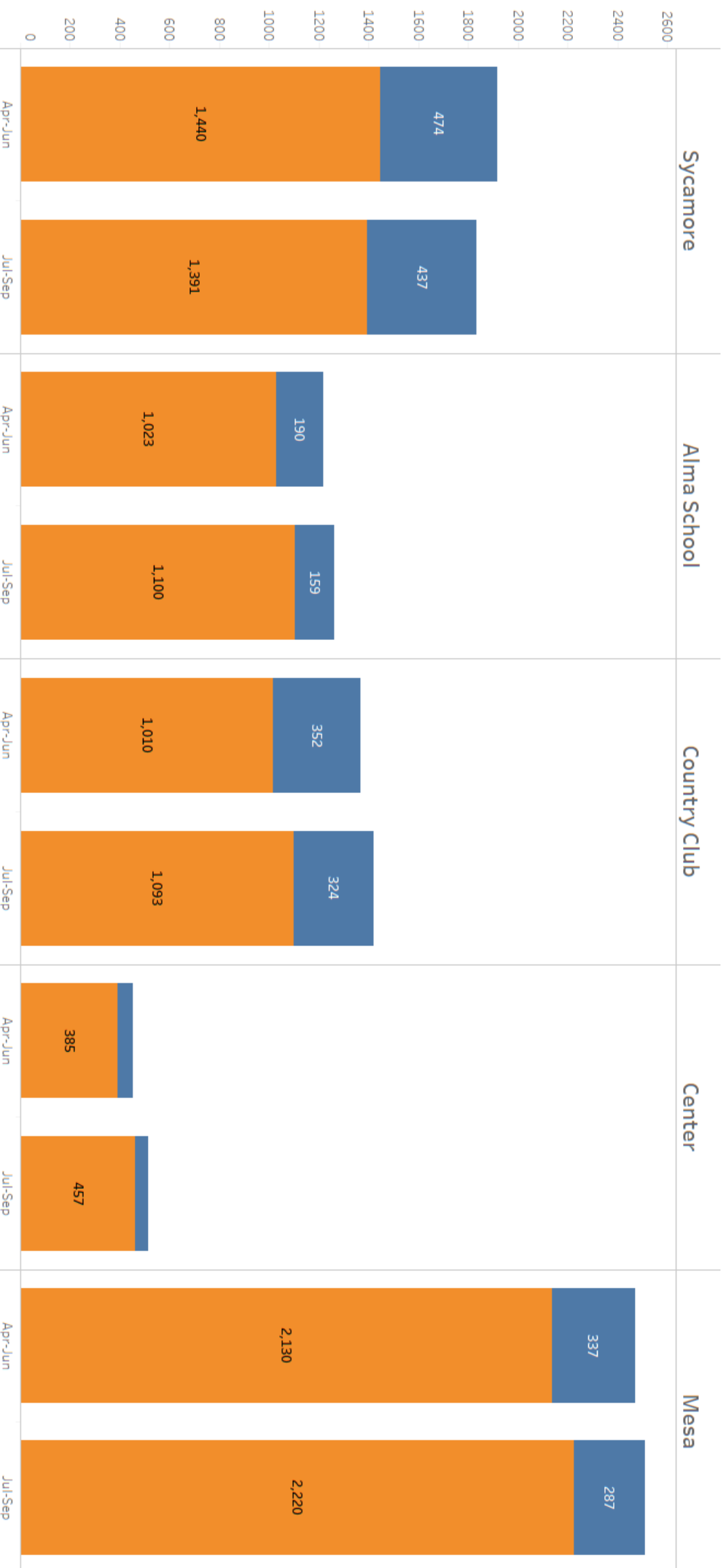
Incidents of Graffiti in 2016 (Source: CitySource)



# Placemaking

## Light-Rail and Bus Ridership

Average Daily Transit Boardings Around Light-Rail Stations





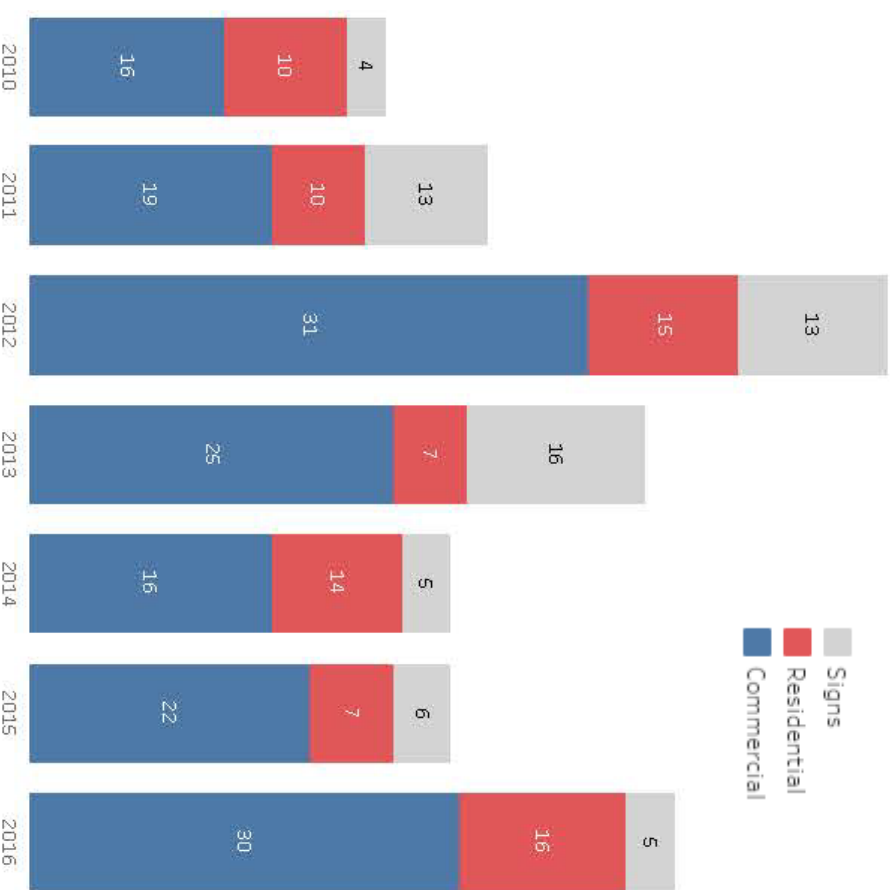
# Placemaking

## Number of Visitors to Downtown City of Mesa Attractions



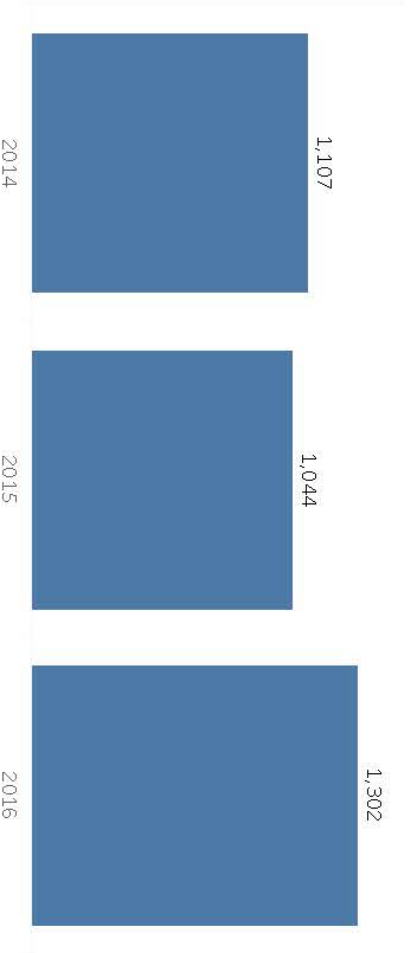
## Downtown Construction Activity

Described by the number and type of permits issued (Source: Tidemark)

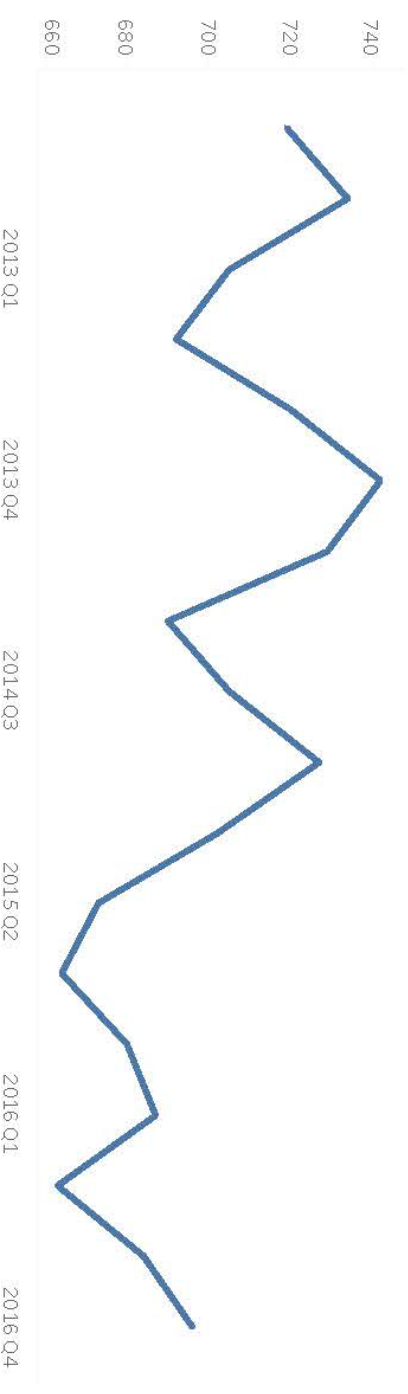


# Placemaking

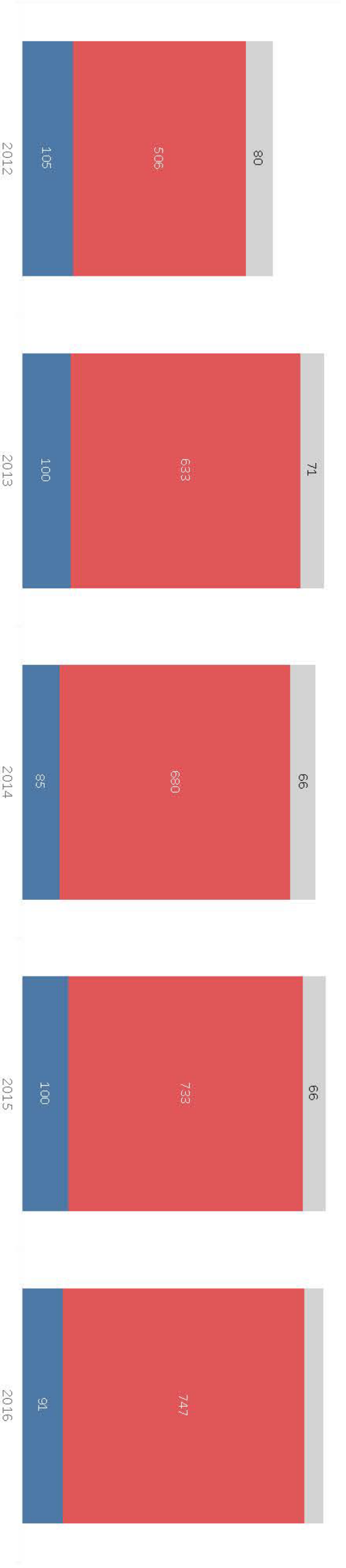
Number of employees within the Falcon Field Airport



Number of Aircraft Based at Falcon Field



Falcon Field District Construction Activity  
 Described by the number and type of permits issued (Source: Tidemark)





## Evolution By Year Mayor/Council strategic initiatives

2008/09 to 2013/14

**NOTE: Colors identify main Council wording changes from prior year.**

### 2008/2009



**ECONOMIC DEVELOPMENT** that is innovative and business-friendly and that includes a variety of strategic tools, redevelopment of older and vacant areas, and a focus on the downtown.



**QUALITY OF LIFE** for citizens of Mesa that includes safe and clean neighborhoods and parks, cultural and arts amenities, and excellent educational opportunities. All of which should be sustainable and environmentally responsible.



**COMMUNITY ENGAGEMENT** to build pride in our city and to encourage a wide range of civic leadership. This includes the involvement of the neighborhoods, non-profit and faith-based organizations, and direct communication with citizens.



**FINANCIAL STABILITY** that provides proactive leadership and considers all financial factors, such as revenues, expenditure, taxes, budgeting, and efficiency.



**REGIONAL LEADERSHIP** that addresses challenges that require regional cooperation, such as transportation and water. Regional leadership that is innovative, that focuses on sustainability, and that includes partnerships with educational institutions.

### 2009/2010



**ECONOMIC DEVELOPMENT** that is innovative, development and business-friendly and that includes a variety of strategic tools, redevelopment of older and vacant areas, **and a focus on high-value job creation and employment.**



**QUALITY OF LIFE** for citizens of Mesa that includes safe and clean neighborhoods and parks, **transportation options**, cultural and arts amenities, and excellent educational opportunities; all of which should be sustainable and environmentally responsible.





**COMMUNITY ENGAGEMENT** to build pride in our City and to encourage a wide range of civic leadership. This includes the involvement of neighborhoods, non-profit and faith-based organizations and direct communication with citizens.



**FINANCIAL STABILITY** that provides proactive leadership and that considers all financial factors **in order to achieve stable revenues, responsible budgeting and organizational efficiencies.**



**REGIONAL LEADERSHIP** that **acknowledges that Mesa's and the region's well being are intertwined and recognizes Mesa's responsibility to be a leader of and an active participant in working with regional partners to find shared solutions to regional challenges that are innovative and sustainable.**

## 2011/2012



**ECONOMIC DEVELOPMENT** pursues **Healthcare, Education, Aerospace, Tourism/Technology (HEAT)** and other **dynamic, citywide opportunities**, seeks **entrepreneurial solutions**, ensures **success-oriented business and industry partnerships** and tools, and delivers new jobs to **propel Mesa's economic growth, prosperity and innovative spirit forward within the global marketplace.**



**QUALITY OF LIFE** for Mesa's citizens **and youth offers safe and clean neighborhoods**, invests in outstanding recreation, **libraries and community open space**, delivers transportation choices, elevates culture, arts and education, and ensures solutions are sustainable and environmentally responsible.



**COMMUNITY ENGAGEMENT** builds pride **in Mesa**, encourages and develops a wide range of civic **and neighborhood leadership**, involves non-profits, faith-based organizations, **community youth and volunteers**, and maximizes direct communications with residents **using a variety of tools and technology.**



**FINANCIAL STABILITY** provides proactive leadership and considers all financial factors in order **to diversify revenues, bring new jobs to Mesa, create responsible budgets**, and ensure **operational** efficiencies.



**REGIONAL LEADERSHIP** acknowledges that Mesa's and the region's well-being are intertwined. We recognize Mesa's responsibility to be a leader of and an active participant in working with regional partners to find innovative and sustainable solutions to regional challenges.

## 2012/2013

This was the year that the strategic planning was a “Super Study Session.” No changes to the strategic initiatives. 2011/12 versions remained in place.

## 2013/2014

Again, no changes to the strategic initiatives. 2011/12 versions remained in place. Council identified their top-ranked “legacy projects.”

- **Phoenix-Mesa Gateway Airport:** Expand economic impact as a regional, national and global hub of commerce.
- **Educational Community:** Invest in and value all levels of education and life-long learning, including colleges/universities that align with community values.
- **Transportation Infrastructure:** Advance all modalities, including light rail, surface streets, pedestrian and bike with thought given to regional connections.
- **Neighborhoods as the Place to Be:** Become a national best practice for revitalizing and planning neighborhoods to align with strong value Mesa places of family and neighborhood interaction.
- **Arts and Culture Matter:** Build on Mesa Arts Center success and recognize the community is enhanced by strong investments in arts/culture.
- **Downtown Mesa:** Make downtown Mesa as the place to be for the community, business, education and visitors.





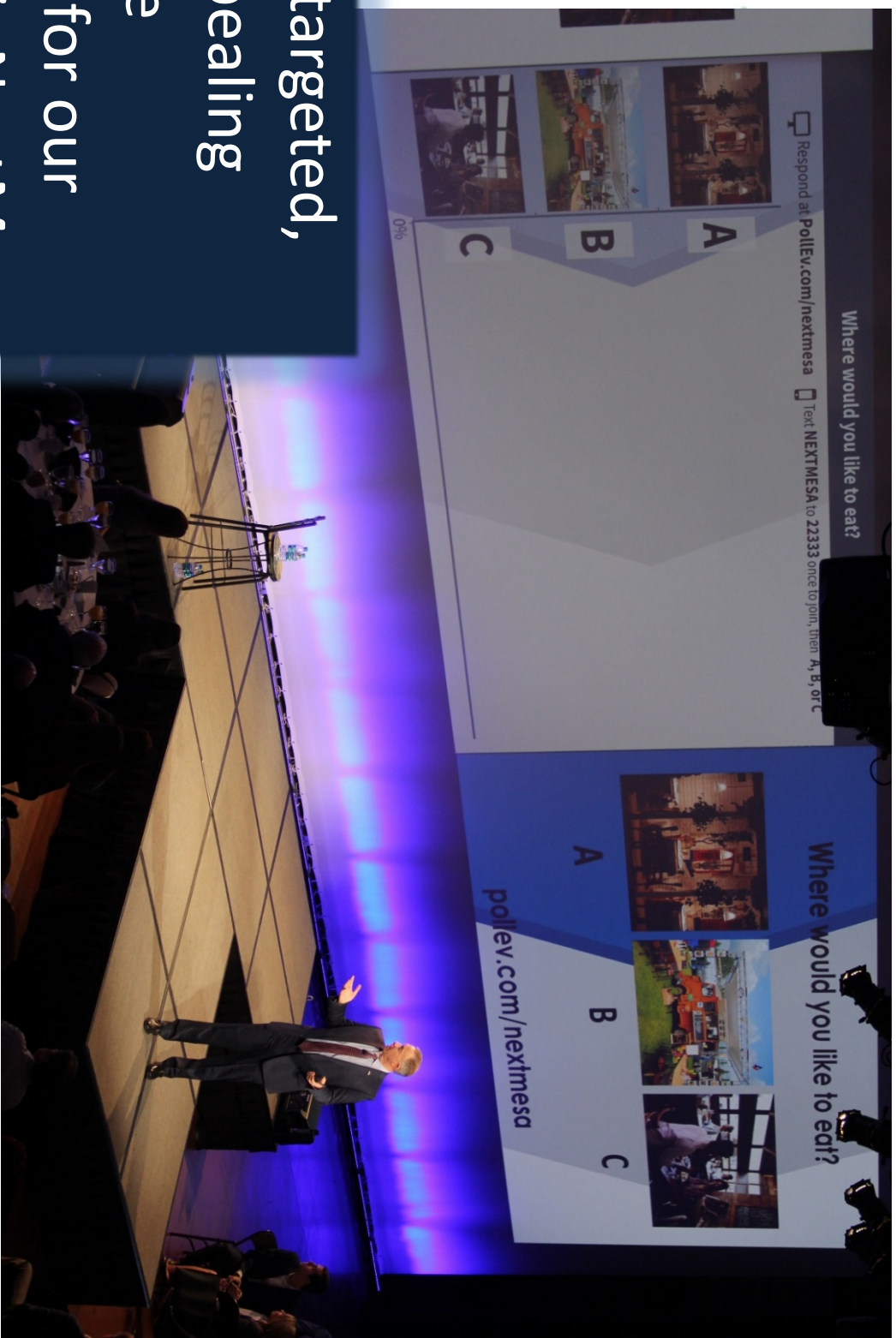
# MOVING MESA TO THE NEXT LEVEL

NextMesa  
Ahead & Beyond





Seek expertise to create targeted, strategic and visually appealing digital campaigns to drive community engagement for our residents to envision their NextMesa





# ideas Collide Experience

Experience with similar engagement campaigns and programs:

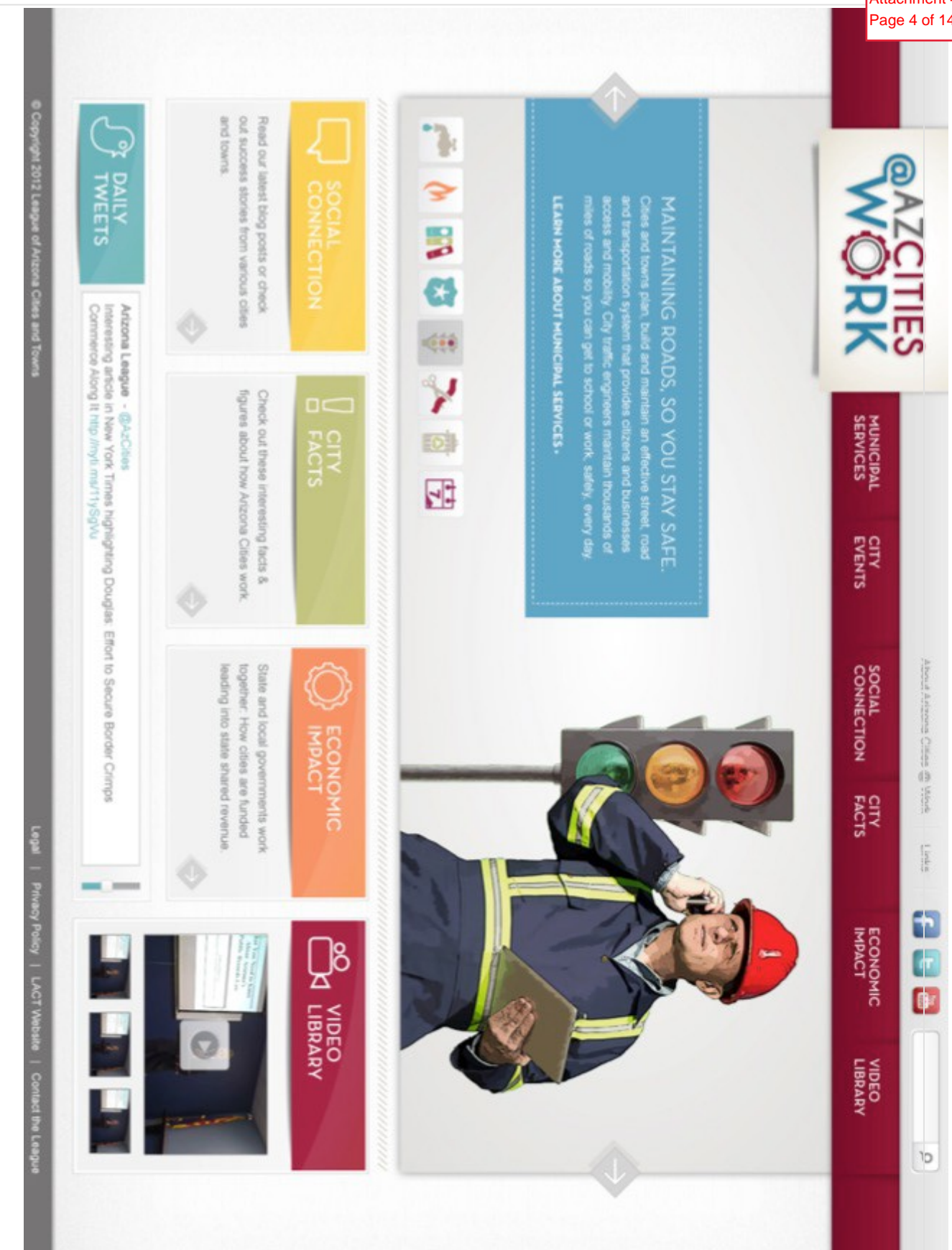
- AZ Cities @ Work – League of Arizona Cities & Towns
- We Are Intel – Intel Corp.
- Race for the Cure – Susan G. Komen of Arizona
- Smilebration – Best Western Hotels & Resorts
- Blue Works for You – Blue Cross, Blue Shield Arizona

Additional strategic communication and brand development experience:

- McCormick-Stillman Railroad – City of Scottsdale
- Super Bowl XLIX – Arizona Super Bowl Host Committee- Spanish Translation and Marketing
- Fish Tank – Avnet
- Imagine Together – Childsplay
- We Rise-University of Phoenix

Spanish language experience and capabilities

IDEAS  
COLLIDE   
INVENT / INTEGRATE > IMPACT



# AZ Cities @ Work

## League of Arizona Cities & Towns Strategy & Comms Planning

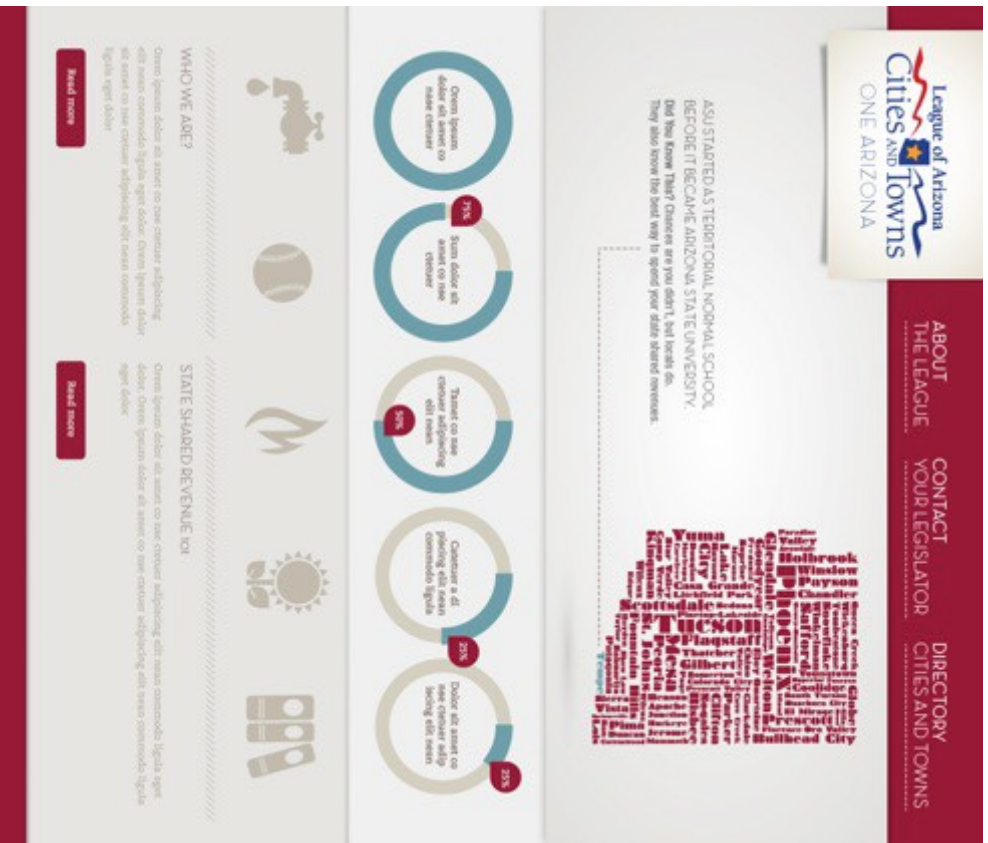
- Logo Design
- Infographics
- Posters
- Iconography
- Digital Banners



# Brand Development



Ideas Collide will build a visual story that will draw awareness, engage participation and sharing





# Brand Communication & Engagement

Ideas Collide to Provide City of Mesa :

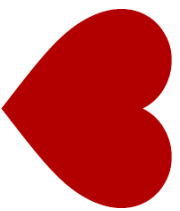
- Create a brand and an inspiring brand message with visual storytelling and digital strategies that will compel residents to envision Mesa's future
- Develop diverse communications and content that are more visual, sensory and experiential appealing to multiple resident interests and learning styles
- Define Key Performance Indicators and utilize their data analysts to provide customized reports to gain insight and determine further actions during campaign.



# Brand Communication & Engagement



- Create a “Digital Town Hall” leveraging digital tools to engage our residents via mobile applications, various forms of digital media, and websites to engage the community
- Collect data around the types of projects/initiatives the community would like the Mesa City Council to move forward
- Ability to enter own idea or vote on other ideas to be put forth for consideration in a simple, social media style





# DIGITAL STRATEGY



# extmessa Digital Marketing Strategy

Reach highly targeted citizens through frequently used communication tools for inclusion and awareness via strategically developed creative & messaging specific for each audience

## Define Targeted Demographic Groups

- Parents / Families in Mesa
- Millennials in Mesa
- Boomer / 55+ in Mesa
- Latino Community
- Engaged community groups/registered neighborhoods

## Potential Engagement Categories Areas of City to Envision and/or Strategic Goals

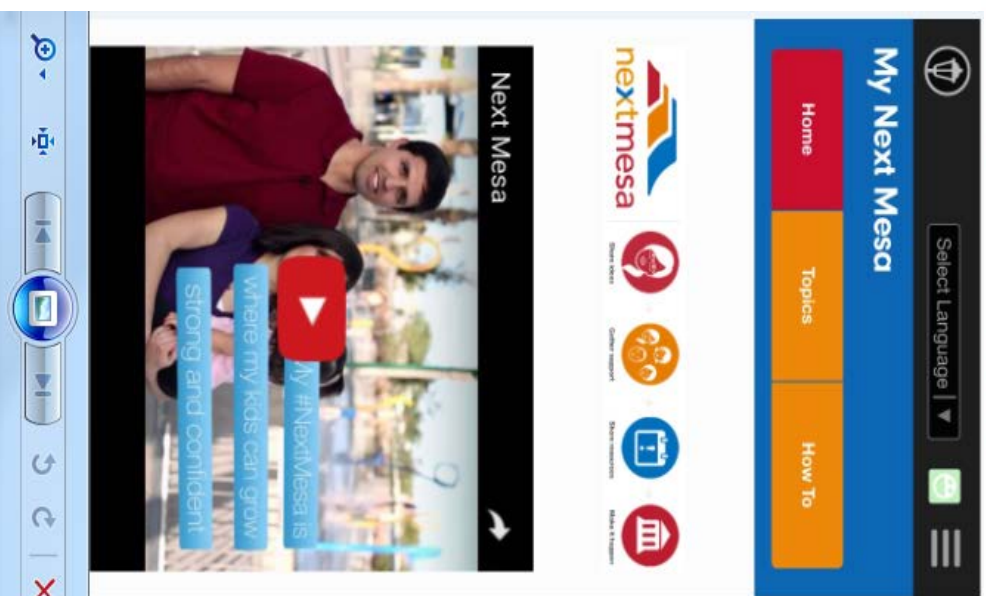
- Parks & Recreation
- Economic Development
- Downtown
- Arts & Culture
- Public Safety
- Transportation
- Education
- Environment



# My #NextMesa Is...

**“Where I find my  
next job”**

**“Entrepreneurship”**



**“Uses art to express itself”**

**“Open Late Downtown”**

by City of Mesa, AZ



“How can we improve our parks and recreation facilities in Mesa?”

2 ideas

Answer

Select Language | ▼  

Asked by City of Mesa, AZ



“How can we improve our neighborhoods?”

3 ideas

Answer

Select Language | ▼  

Asked by City of Mesa, AZ



“How can we make our economy more sustainable?”

1 idea

Answer

Select Languages | ▼  

Asked by City of Mesa, AZ



“How can we improve our transportation network in Mesa?”

1 idea

Answer

Select Language | ▼  



“How can we develop our workforce in Mesa?”

Answer



Asked by City of Mesa, AZ

Select Language | ▼  



# Digital Advertising Platforms + Leveraging City Owned Channels



## Social Advertising – Bring Message & Story to Life for Residents (Facebook, Instagram, Twitter, YouTube)

- Capture citizens' attention on familiar platforms they visit multiple times per day
- Use ads as a way to participate in conversations going on about the target group's local communities
- Customize creative messaging for each demographic group

## Search Ads – Google AdWords

- Reach citizens while searching in the moment for information through specifically selected keywords related to initiatives (i.e. Mesa Parks and Recreation, Mesa Arts Center, Utility Bill Account or other e-services)

## Display Ads

Utilize multiple strategies to gain visibility while citizens are online:

- Target specific websites and campaigns targeting specific target demographic groups
- Retarget citizens who visited City of Mesa website
- “Act Alike” modeling – target people who make specific actions similar to developed audience personas (i.e. purchased tickets from Mesa Arts Center, visited City of Mesa website, visited Mesa Library website etc.)
- Target citizens who have recently visited a City of Mesa facility (i.e. Park, Library, Mesa Arts Center/Museums)



# #NextMesa Steps ...

- Staff meet with Ideas Collide to flush out scope of our collaboration and evaluate engagement software tools
- Campaign launch in 2Q of 2017 to seek input on community priority initiatives in conjunction with the current Parks and Recreation Needs Assessment
- Begin categorizing initiatives in early 2018
- Appoint Mesa Advisory Board and Committee members and/or other community members to vet feedback and provide recommendations to Council on top priorities





# Discussion/Direction