

## COUNCIL STRATEGIC PLANNING MINUTES

January 12, 2023

The City Council of the City of Mesa met in a Strategic Planning Session in the board room of the Mesa Parks, Recreation, and Community Facilities, 708 West Baseline Road, Building 4, on January 12, 2023, at 7:37 a.m.

### COUNCIL PRESENT

John Giles  
Francisco Heredia  
Jennifer Duff  
Mark Freeman  
Alicia Goforth  
Scott Somers  
Julie Spilsbury

### COUNCIL ABSENT

None

### OFFICERS PRESENT

Christopher Brady  
Holly Moseley  
Jim Smith

#### 1. Mayor's welcome.

Mayor Giles conducted a roll call.

Mayor Giles stated as Council moves toward its goals and responsibilities, it is important to reflect on past practices and continue its high commitment to ethical standards. He discussed the appropriate processes for interacting with staff and following financial regulations.

Responding to a question from Mayor Giles, City Manager Christopher Brady stated Council should feel comfortable engaging in conversations with City staff to better understand the work they do; however, any conversations regarding resource management should be conducted at the director level or higher.

#### 2. Hear a presentation, discuss, and provide direction on the Strategic Planning Session Purpose and Agenda:

- 2-a. City Manager's Overview: Hear a presentation, discuss, and provide direction on the purpose of the City Council annual Strategic Planning Session, examples of accomplishments in 2022, an introduction about key projects planned in 2023 within a context of broader economic challenges, and an overview of the day's agenda.

Mr. Brady displayed a PowerPoint presentation on the City of Mesa 2023 Strategic Plan. **(See Attachment 1)**

Mr. Brady explained the purpose of the Strategic Plan is to allow the Mayor and Council to share their vision and direction for the City. He added the Strategic Plan encourages participation and

considers a citywide perspective that looks beyond 12 months, analyzing local, regional, and national environments. He pointed out that Mesa is one of the largest cities in the country and plays a significant role at all levels of government. (See Page 2 of Attachment 1)

Mr. Brady identified the top five responses regarding Mesa's vision from the Strategic Planning session in 2008. He suggested that Mesa's increased competitiveness was attributed to the addition of Apple, Meta, Google, and others. He stated that Mesa has a stable financial infrastructure and reported that, relative to other large cities, Mesa is safe, and the fire and police resources are unmatched. He pointed out Mesa's quality education system and strong Council initiatives. He discussed the diverse economy with high dependency on sales tax. He remarked that Mesa's economic development strategy is Health, Education, Aerospace, Tourism, and Technology. (See Pages 3 and 4 of Attachment 1)

Mr. Brady indicated that Home Rule and Public Safety Bonds were approved by voters in 2022, adding voters have approved Home Rule since 2000. He pointed out that commercial construction has been at historic highs, providing jobs and income for the City. He highlighted the completion of infrastructure projects and the opening of Arizona State University's (ASU) MIX Center, Fire Station 221, Public Safety Complex, Fire Station 222, and the Gateway Airport Tower. He mentioned American Rescue Plan Act (ARPA) funds helped to provide fiber to every home in Mesa. He noted that the City's Climate Action Plan was updated, and the Parks, Recreation, and Community Facilities Master Plan was approved. (See Pages 5 through 7 of Attachment 1)

Mr. Brady highlighted upcoming projects in 2023 as follows: (See Pages 8 and 9 of Attachment 1)

- Lehi Sports Complex
- The Post
- Neon Garden
- Southeast Library
- Monterey Park Library
- Dobson Ranch
- 2050 General Plan – Public Engagement Process
- Small Business Lab
- City Hall Commencement

Mr. Brady indicated potential challenges facing the City include the following: (See Pages 10 and 11 of Attachment 1)

- Water supply reductions
- Economic recession impact
- Inflation impacts on materials, labor, fuel, and capital projects
- Interest rate increases limiting capital financing
- Slowdown in single-family residential (SFR) building permits
- Supply chain impacts
- Labor costs increases
- Proposition 400 – expiration
- Infrastructure demands for water, wastewater, gas, electric, streets
- Quality, high paying employment opportunities in Mesa
- Educational attainment for Mesa students
- Water resource delivery and availability

Mayor Giles thanked staff for the presentation.

3. Hear presentations, discuss, and provide direction on each of the following topics impacting the City:

- 3-a. Economic Outlook and Forecasting: Projected revenue trends and other key metrics and indicators related to Mesa's economic conditions and outlook.

Office of Management and Budget Director Brian Ritschel displayed a PowerPoint presentation on Mesa's Economic Outlook and Forecasting. **(See Attachment 2)**

Mr. Ritschel gave an overview of the City's current economic condition and the revenue forecasting process. He highlighted the City's financial status, including general governmental sources and uses, and reported the net sources and uses for Fiscal Year (FY) 23/24 totaled \$9.3 million. He discussed the change in the allocation of state shared revenues from 15% to 18% and added that the one-time funds would be allocated to infrastructure, buildings, and renovation. He outlined general governmental revenues and noted that the City is highly dependent on sales tax. He stated that the recession is estimated to begin in FY 23/24 with a 3% drop in revenue and the City should begin to come out of the recession in FY 24/25. (See Pages 2 through 7 of Attachment 2)

Additional discussion ensued on the change of allocation of state shared revenues.

Mr. Ritschel noted that year-to-date, sales tax growth is 12.5% for Mesa and 10% to 12% for the Phoenix area. He pointed out that the growth is above the national average of 6% to 7%. He explained the process of adjusting and tracking sales tax revenues for inflation. He indicated the retail sales are slowing down and costs are higher. He stated contracting is 30% above last year and construction equipment rentals increased sales tax revenue. (See Pages 8 through 11 of Attachment 2)

Mr. Ritschel explained that the state shared revenue sources consist of state income tax, state sales tax, and vehicle license tax. He remarked that staff is analyzing the impact of a statewide flat tax implementation. (See Page 12 of Attachment 2)

Responding to a question from Vice Mayor Heredia, Mr. Ritschel described retail categories include retail sales, rental sales tax on housing and equipment, utilities, bars and restaurants, communication, amusements, publishing, printing, and advertising. He stated that online sales are continuing to grow, and data shows people are becoming more comfortable shopping at brick-and-mortar stores again.

In response to comments from Councilmember Goforth, Mr. Ritschel noted a significant increase in sales tax from people buying online at home. He added that sales tax is charged to the City where the shipment is received.

Responding to an inquiry from Mayor Giles, Mr. Brady discussed the City's strategic placement of stores and its commitment to higher paying jobs in Mesa. He pointed out that the City of Mesa does not impose a sales tax on food.

Mr. Brady noted discussions at the legislature and Governor's office to address housing affordability and develop strategies for low-income renters.

Additional discussion ensued on housing affordability and rental tax.

(Mayor Giles declared a recess at 8:50 a.m. The Council Strategic Planning Session resumed at 9:00 a.m.)

Mr. Ritschel reported approximately 270,000 Mesa residents are currently employed, either inside or outside of Mesa. He hoped that number would continue to grow with new jobs coming into the

city. He indicated that the unemployment rate in Mesa is 3.5%. (See Pages 14 and 15 of Attachment 2)

Mr. Ritschel remarked that the Consumer Price Index (CPI) is at a historic high of 10% and is trending higher than the national average. (See Page 16 of Attachment 2)

Mr. Ritschel reported that construction inflation is historically high at 24.5%. He noted this applies to people building in Mesa and the City's construction costs and materials. He stated permit activity for new Single-Family Residence (SFR) remained consistent over the last few years yet has dropped significantly over several months. (See Pages 17 through 19 of Attachment 2)

Mr. Brady indicated that high-interest rates halted construction and fewer cases are expected until rates soften again.

Responding to a question from Mayor Giles, Mr. Brady discussed the high volume of multi-family permit activity. He noted that the City expects to see over 2,000 multi-family permits by the end of the year.

Mr. Ritschel stated that water consumption to all customers is steadily growing and added that the City has seen more rain than normal. He reported that monthly water consumption per account for all customers is steadily declining due to more efficient appliances and xeriscape landscaping. (See Pages 20 and 21 of Attachment 2)

Mr. Ritschel reported that Mesa has the second highest General Fund budget in Arizona, with Phoenix being the largest. He indicated Mesa is second to last in spending per capita above Gilbert and above Glendale at \$1000 per capita. He noted Mesa has 510,000 people but is one of the lowest in sales tax per capita. He pointed out that Mesa does not apply sales tax to food for consumption at home. (See Pages 23 through 25 of Attachment 2)

Additional discussion ensued about sales tax revenue.

Mr. Ritschel reported Mesa was on track with 738 jobs and above target with the average annual wage at \$65,200. (See Page 26 of Attachment 2)

Mr. Brady emphasized the importance of increasing the average annual income to support discretionary income and promote retail opportunities.

Councilmember Goforth pointed out that many residents in District 5 have reported leaving Mesa to do their shopping.

Responding to a question from Mayor Giles, Economic Development Director William Jabjiniak clarified there were approximately 3,400 jobs announced in the last calendar year.

Councilmember Somers stressed the need to promote higher education and train a highly skilled work force to attract employers, increase wages, and promote sales tax revenue.

Mayor Giles thanked staff for the presentation.

- 3-b. Planning for the Future: Update to Mesa's General Plan, a citywide policy tool providing community-driven parameters to ensure today's growth, development and infrastructure-related decisions align with the community's long-term outlook and needs.



Planning Director Mary Kopaskie-Brown introduced Assistant Planning Director Rachel Nettles and Senior Economic Development Project Manager Jeffrey Robbins and displayed a PowerPoint presentation on the update to the Mesa General Plan. **(See Attachment 3)**

Ms. Kopaskie-Brown outlined the purpose of the General Plan. She recalled when the General Plan was last updated in 2013/2014, the Cubs stadium was under construction, State Route 24 was opening, and GT Advanced Technologies Inc./Apple announced the purchase of the first solar plant in Mesa. She outlined the challenges faced during the General Plan update process. She remarked the three guiding principles are creating and maintaining a variety of great neighborhoods; growing and maintaining diverse and stable jobs; and providing rich, high quality and diverse public spaces and cultural amenities. (See Pages 2 through 6 of Attachment 3)

Ms. Nettles provided 12 vision statements developed by the community in 2008. (See Pages 4 through 20 of Attachment 3)

Mr. Robbins stated Mesa has a population of 509,475 and is accruing at a rate of 5,000 per year. He noted that 60% of residents are white and 30% are Hispanic with many different race and ethnicities throughout the city. He pointed out the top industries in Mesa are healthcare and social assistance, and educational services. He commented that the median household income is \$67,337 and the average is \$94,088. He stated that 10% of people over the age of 25 have a graduate degree and 21% have a bachelor's degree. (See Page 21 of Attachment 3)

Mr. Robbins indicated that data from 2020 shows the total developed land is 85.4% and undeveloped land is 14.6%.

Responding to a question from Mayor Giles, Mr. Brady stated county islands are not included in the developed land numbers.

Mr. Robbins gave an overview of the developed land by land use and challenges faced. (See Pages 23 through 25 of Attachment 3)

Ms. Kopaskie-Brown reported that preliminary numbers in 2022 show apartments at 54,000 units, and townhomes, mobile homes, condos, and SFRs at 181,000 units.

Additional discussion ensued on ways to balance the housing options in Mesa.

Responding to a question from Mayor Giles, Mr. Jabjiniak advised that COVID created a new type of work environment but the demand for office space is returning.

In response to additional questions from Mayor Giles, Mr. Brady discussed the heat initiative and stated Mesa has a strong role in aerospace to attract advanced manufacturing and drive higher wages. He emphasized the importance of preserving areas to provide strategic opportunities.

Ms. Nettles noted the importance for Council to consider these priorities and determine if they remain relevant or if the focus should be redirected.

Downtown Transformation Manager Jeff McVay added the City is looking to capitalize on the state tax credit for film production and the feasibility of attracting film production and digital media.

Mr. Robbins provided an overview of the General Plan timeline. He noted the community context sessions would include interviews, group listening and online surveys to engage the public and create a vision setting. He explained that once the vision statements are set, then the choices

and priorities are presented. He pointed out there will be physical and online public engagement options using new technology. He remarked that following the review of a draft plan, staff would return to Council and the Planning and Zoning Board for three hearings and a final vote. He added the ratification of the General Plan would take place on the November 2024 ballot. He explained the City has paired the engagement and data collection with other Citywide plans to ensure the most current and accurate data is used to guide the General Plan. (See Pages 26 through 28 of Attachment 3)

Responding to a request for clarification from Mayor Giles, Mr. Brady stated that a high-level summary of other Citywide plans would be included in the 2050 General Plan. He explained that the General Plan is valid for 10 years. He added that Citywide plans will be developed concurrently, brought together with the community and Council, and used to inform and guide the General Plan. He noted the public participation plan would be presented to Council on January 19, 2023.

Mayor Giles thanked staff for the presentation.

- 3-c. Future Ballot Measures: Potential, future ballot measures in 2024, such as General Obligation bonds, Permanent Base Adjustment, and Prop 400 tax funding that is set to expire in 2025.

Mr. Ritschel displayed a PowerPoint presentation on future ballot measures in 2024. **(See Attachment 4)**

Mr. Ritschel noted the required measures from the Arizona Constitution and outlined the types of expenditure limitation alternatives available to the City, as well as the history of the Home Rule elections. He explained the Home Rule option is required to go to the voters every four years and was last approved in the 2022 election. He noted the permanent base adjustment would only have to be approved one time and it would last 20 to 30 years. (See Pages 2 through 4 of Attachment 4)

Mr. Brady added that if the permanent base adjustment was presented to the voters in 2024 and it did not pass, the City would have two more years under the Home Rule option.

In response to a question from Councilmember Spilsbury, Mr. Brady remarked the City has not previously asked voters for a permanent base adjustment. He advised the removal of the Home Rule option would have to be changed at the state level.

In response to a question from Mayor Giles, Mr. Ritschel stated that Gilbert, Tempe, Queen Creek, and Apache Junction are moving to a permanent base adjustment option.

Responding to a question from Councilmember Freeman, Mr. Brady stated a permanent base adjustment formula would be established to provide a number to the voters. He continued by saying a decision would not have to be made by Council until the spring of 2024.

Responding to a question from Councilmember Duff, Mr. Ritschel stated the permanent base rate adjustment could be adjusted by the voters.

Mr. Brady pointed out the rate is automatically adjusted by population. He provided a summary of General Bond election history. He reported that voters approved the Public Safety Bond for the police headquarters and training facility. He asked Council for consideration of a Parks Bond on

the 2024 ballot and discussed the high demand for swimming pools, indoor recreation centers, trails, and ball fields. (See Page 5 of Attachment 4)

Responding to a question from Councilmember Spilsbury, Mr. Brady stated that every five to six years the City rotates bonds on the ballot.

In response to multiple questions from Councilmember Duff, Mr. Brady discussed multi-use tax, the Congestion Mitigation and Air Quality Improvement (CMAQ) Program, and opportunities for a parking garage in Downtown Mesa.

Councilmember Somers recommended staff pursue a Cultural and Parks Bond after the needs are determined.

Mr. Brady reported Proposition 400, approved by voters in 2004, is the ½ cent sales tax collected regionally to fund transportation projects and transit operations. He indicated the City has received approximately \$580 million to date from Prop 400. He noted Prop 400 has funded light rail construction projects, bus and transit operations, and major road improvements over the last 20 years. He remarked that Prop 400 expires in 2025 and the earliest the City could put it on the ballot would be 2024. He stressed a contingency plan must be developed prior to 2025 to ensure bus and paratransit operations continue. (See Page 6 of Attachment 4)

Responding to a question from Mr. Brady, Transit Services Director Jodi Sorrell stated the annual transit ridership was 3 million riders during COVID and 4 to 5 million riders before COVID.

Responding to a question from Councilmember Spilsbury, Assistant City Manager Scott Butler stated in late spring of 2024, the City would have a better idea of any developments within the legislature and statewide initiatives.

Mr. Brady discussed building options into the forecast to keep the busses running.

Responding to comments by Councilmember Somers, Mr. Butler stated staff is preparing for projects and can place funds appropriately. He indicated that voters would be able to see the exact streets where dollars are being spent.

Mayor Giles emphasized the importance of continuing conversations with regional partners to pursue all paths and ensure transportation funding continues.

Responding to a question from Councilmember Duff, Mayor Giles stated the legislature could give the City authority to hold a special election held by the Maricopa Board of Supervisors.

Mayor Giles thanked staff for the presentation.

(Mayor Giles declared a brief recess at 10:40 a.m. The Council Strategic Planning Session resumed at 10:55 a.m.)

#### 4. Hear a presentation and discuss Community Outreach and Marketing:

- 4-a. Community Outreach and Marketing strategies, tools, and techniques to improve community transparency and understanding of Council strategic priorities, City services, programs, and outcomes.

Communications Director Ana Pereira displayed a PowerPoint presentation on Community Outreach and Marketing. **(See Attachment 5)**

Ms. Pereira summarized the Public Information Office's mission, goals, and objectives, adding that the department is the steward of the City's brand. She emphasized the importance of storytelling, style, and diversity in approaching communications. She stressed that communication should matter to residents and should adapt to different audiences. She discussed variations of speaking Spanish and pointed out that communication in Spanish was changed to an informal connection. (See Pages 2 through 4 of Attachment 5)

Ms. Pereira outlined the City's content categories and strategies. She emphasized the importance of expanding reach and plans to take advantage of the news cycle. She discussed the success of the Hometown Heroes program and encouraged Council to bring their ideas and passions to the Public Information Office. She discussed driving engagement, to include tactics, content, and metrics. She stated the City had 11,000 media hits in 2022 and noted positive and neutral sentiment is higher than negative content. (See Pages 5 through 7 of Attachment 5)

In response to a question from Councilmember Somers, Ms. Pereira indicated Sprout Social allows the City to track departments and content categories to identify what is getting the most attention.

Ms. Pereira stated the City uses best practices and trends to get the most engagement. She outlined the number of views from Mesa's various digital sources and discussed strategies for communication. She discussed the Open Line newsletter, which is emailed to Mesa utility customers and subscribers, and noted it is being redesigned to make it more modern and user-friendly. She stated that the City is consistently sharing content on social media to maximize its exposure. (See Pages 8 through 10 of Attachment 5)

Ms. Pereira stated there is a Spanish-only Facebook account, adding the City occasionally tweets in Spanish. She remarked that the Mesa Español team is looking at ways to grow the Spanish speaking audience. She reported there were 416 news pieces in Spanish, and overall, the sentiment is positive and neutral. (See Page 11 of Attachment 5)

Ms. Pereira presented examples of the Fiesta BUZZ strategic communications campaign. She mentioned the social media reach in English and Spanish was over 5,000 people in the first month. She reported the campaign had successful results with a modest investment. She remarked that the department supports Council public relations, events, multimedia, and Council strategies. She described "bumpers" that would go on Channel 11 when content is shared that provides information related to Council strategic initiatives. (See Pages 12 through 14 of Attachment 5)

Responding to multiple questions from Councilmember Freeman, Ms. Pereira provided examples of the redesigned Open Line newsletter. She noted the side column would have Councilmember contact information. She discussed options on the City's website to promote the Open Line newsletter.

Responding to a question from Councilmember Somers, Senior Public Information & Communications Specialist Mariano Reyes explained that staff is working with the Facebook representatives to resolve issues with existing Councilmember pages.

In response to a question from Councilmember Goforth, Ms. Pereira explained that Utilities and Transportation go through the City's main Facebook page, whereas Parks and Arts and Culture have their own pages.

Responding to a question from Councilmember Heredia, Ms. Pereira stated she works closely with City departments to ensure the public is educated on each department's process, and to share their accomplishments and stories.

Ms. Pereira discussed the Limited Income Senior Rate Program (LISR) social media campaign. She emphasized the importance of reaching seniors and families to share the news of the program in English and Spanish.

Mayor Giles thanked staff for the presentation.

(Mayor Giles declared a lunch recess at 11:40 a.m. The Council Strategic Planning Session resumed at 12:10 p.m.)

5. Hear a presentation and discuss Law and Ethics:

- 5-a. Legal and ethical issues impacting Councilmembers and Council meetings, including Council authority and procedures, open meeting law, and conflict of interests.

City Attorney Jim Smith introduced Deputy City Attorney Kelly Whittemore and Assistant City Attorney Sarah Steadman and displayed a PowerPoint presentation. **(See Attachment 6)**

Mr. Smith stated Council acts in a number of different capacities. He discussed the approval criteria for liquor licenses, contracts, resolutions, ordinances, and plats. He reviewed procedural basics, including items on the agenda, parliamentary procedures, abstaining, and call to the public. (See Pages 2 through 4 of Attachment 6)

Responding to a question from Mayor Giles, Mr. Smith presented options for Council regarding the call to the public. He stated Council is allowed to have staff investigate an inquiry and place an item on the agenda. He discussed Mesa City Charter Section 205(C), Interference with Administration. He expanded by saying Council should first contact the Department Director or City Manager with questions on a project.

Additional discussion ensued on Mesa City Charter section 205(C).

Mr. Smith explained that ad hoc committees are subject to Open Meeting Law. He clarified that the Attorney General interprets a discussion as a one-sided conversation, statement, or email to three Councilmembers and does not require a response. He added this type of communication is considered a quorum and is subject to the Open Meeting Law. He continued by saying agenda language is provided to ensure the public is given reasonable notice to participate in the meeting. He emphasized the importance of only discussing matters on the agenda. He outlined the agenda items allowed by statute for executive sessions. He reviewed the public notice requirements and exceptions for social events, adding that the notice does not make the social event a meeting where matters that may come before Council can be discussed by a quorum. (See Pages 5 through 7 of Attachment 6)

Responding to questions from Councilmembers Spilsbury and Goforth, Mr. Smith discussed social media postings and exceptions. He clarified a social event differs from a meeting in that a quorum may be present, but no discussion will occur.

Mr. Smith continued by outlining substantial interest definitions and provided situational examples. He stated that if a Councilmember has a conflict of interest, they should not participate in discussion. He added the Councilmember must explain on the record that they are conflicting off and complete a public officer disclosure form from the City Clerk. He reported that penalties and fees may now be assessed against the Councilmember. He provided an overview of A.R.S. § 41-1232.08 regarding gifts, ethics, and disclosures requirements. He discussed rules for posting on social media and public forums. He noted staff is working with the PIO to formalize those guidelines. He remarked that the Ethics Handbook for Elected Officials would be updated to ensure best practices going forward. (See Pages 8 through 14 of Attachment 6)

Mayor Giles thanked staff for the presentation.

6. Hear a presentation, discuss, and provide direction on City Council Strategic Priorities:

6-a. City Council Strategic Priorities, including the FY 22/23 strategic priorities and related projects, and modifications to the strategic priority goal statements for FY23/24.

Deputy City Manager Natalie Lewis displayed a PowerPoint Presentation on City Council Strategic Priorities. **(See Attachment 7)**

Ms. Lewis explained the City Council Strategic Priorities have remained the same over time. She highlighted Community Safety Strategic Priorities as follows: (See Pages 2 and 3 of Attachment 7)

- Real-Time Crime Center
- Off The Streets Program
- Salvation Army Heat Relief Program
- Fireworks Ordinance Updates
- Domestic Violence Court
- Mesa Fire and Medical Department (MFMD) training facility
- Mesa Police Department (MPD) evidence storage facility
- Accelerated MFMD and MPD

Ms. Lewis outlined Mesa's Skilled and Talented Workforce Strategic Priorities as follows: (See Pages 4 and 5 of Attachment 7)

- Citywide Workforce Development Strategy
- Workforce Center @ Mesa
- CO+HOOTS Coworking Space
- Mesa Business Builder Training
- Education and Workforce Development Roundtable
- Restaurant Incubator

Ms. Lewis reported the Placemaking Strategic Priorities as follows: (See Pages 6 and 7 of Attachment 7)

- Special Events Team
- Mesa Parks, Recreation & Community Facilities Master Plan adoption
- Downtown Façade
- ASU at City Center
- Falcon Field viewing area
- Cyprus trees replanting at the Mesa Cemetery
- Martin Luther King and Caesar Chavez street naming
- Asian District murals
  - Merry Main Street

Ms. Lewis presented the Transforming Neighborhoods Strategic Priorities as follows: (See Pages 8 and 9 of Attachment 7)

- Together Mesa Program
- Fiesta BUZZ neighborhood circulator
- Eastmark 5<sup>th</sup> amendment
- Gateway Freeway
- Team up to Cleanup Code Compliance Program
- Dobson Library Grand Opening
- SE Library design
- Short Term Rental update
- Día de los Muertos

Ms. Lewis highlighted the Sustainable Economy Strategic Priorities as follows: (See Pages 10 and 11 of Attachment 7)

- New Multifamily Housing Units
- Electric Rate Stabilization - ARPA Funds
- Transit Oriented Development Grant
- Fiber Installation - Bridge Digital Divide
- Continue 30% Limited Income Senior Rate.
- Outdoor Dining Text Amendments
- Opened Housing Voucher List
- Rental Assistance program investment
- 9% employee wage adjustment including a 5% range adjustment, 4% step pay, and \$2000 one-time COLA
- Wellness program
- Affinity Groups
- Air Traffic Tower at Gateway

Ms. Lewis pointed out the Healthy Environment Strategic Priorities as follows: (See Pages 12 and 13 of Attachment 7)

- Recycling Contract
- Smart Meter Phase 1
- SRP Energy Rebates
- Mesa Climate Action Plan 2.0
- Central Mesa Reuse Program
- Solar Program

Discussion ensued on adding transparency and engagement to the umbrella statement of the Mesa Way, and other potential changes to the language used in the Council Strategic Priorities regarding the Skilled and Talented Workforce, Science, Technology, Engineering, Arts, And Mathematics (S.T.E.A.M.), Sustainable Economy, and Transforming Neighborhoods.

Mayor Giles thanked staff for the presentation.

(Mayor Giles declared a brief recess at 1:35 p.m. The Council Strategic Planning Session resumed at 1:45 p.m.)

7. Discuss and provide direction on City Councilmembers' current and future priorities for the City.

Councilmember Freeman provided comments, ideas, and direction on the following:

- Public safety projects – expedite projects (Public Safety Facility, Fire Stations 202, 205, 223, Police Substation, Central Mesa Police headquarters makeover and evidence lab) due to the increase in residential properties over the next two years.
- Water sustainability - Mesa has one of the most resilient water supplies in the Valley; listen to water conservation experts and continue discussions to develop innovative ideas; raising the Bartlett Dam, accessing the flood control space in Roosevelt Lake, and collaboration with local water providers to utilize resources; grim outlook for water delivery from the Central Arizona Project; pursue potential agreements with water utility providers to be proactive in

drilling wells to access the water; be at the forefront of water projects to augment the water supplies and become more self-reliant, including building the Central Reuse Pipeline.

- Solar - commended staff on the newly installed solar parking structures; recommended developing other solar projects within City-owned land; discussed solar connection points with other utility providers and battery banking opportunities for solar distribution (relates to Climate Action Plan).

Councilmember Spilsbury provided comments, ideas, and direction as follows:

- Expressed appreciation for progress made towards small business licenses, business builders and small business department liaisons.
- Requested additional information on housing and inventory to make decisions on future zoning cases and ensure a good diversity of products.
- Supported the growth and revitalization of the Downtown area and requested staff investigate the Low-Income Housing Tax Credit (LIHTC).
- Commended the success of the Off the Streets program and anticipates more non-profit coordination, support, and training for navigators, and building interfaith connections.
- Stressed the importance of Public Safety and requested more support for the Human Exploitation and Traffic Squad.
- Emphasized the importance of clear community engagement.
- Discussed the Education and Workforce Development Roundtable strategies including Mesa K-Ready, Mesa College Promise, Workforce Center, and Community Literacy Initiative.
- Continue to support museums through various funding and resources.

Responding to a question from Mayor Giles, Mr. Brady stated the information provided today would be compiled and brought back to the Council. He stated if a decision is made to begin a new program or continue an existing program, those would be highlighted during the budget process.

Councilmember Heredia provided comments, ideas and direction as follows:

- Homelessness - noted a recent report from Maricopa County found that homelessness had increased 22% since 2020; stressed the importance of hotels and temporary shelter options and partnering with churches and other organizations.
- Improve Additional Dwelling Units and small lot zoning changes; work with stakeholders to increase the number of units in Mesa.
- Highlighted the smart meters and micro grids for technology and innovation.
- Discussed utilizing the real crime center technology and using permanent cameras in crime hotspots to suppress crime.
- Map out the residential electric vehicle plan with federal dollars coming in or available.
- Support small businesses.
- Map out shared use paths, public transit, and streets to promote connectivity.
- Ensure adequate staffing in Code Compliance and Parks Departments to facilitate reliable solutions for the community.

Councilmember Duff provided comments, ideas, and direction as follows:

- Develop a fund for low-income residents to take measures to ensure their property is in compliance.
- Water capture and reuse; creating green spaces and shade through enhanced street design, seeking a 30% shade goal to reduce urban heat.
- Develop a street design that would provide attractive areas with cooling effects.
- Connect micro paths to destination and transit.



- Build villages throughout Mesa in a zoning overlay to allow mixed use into the Downtown area for each district, allowing citizens to traverse the area from their home to dine or shop through walkable connected paths throughout the City.
- Support sustainability by using the MURF building to create space for entrepreneurship to build a circular economy, transforming materials out of the MURF into products.
- Support small businesses and affordable housing incentives.
- Consider zoning changes to allow for flexibility as properties age.
- Ensure the City has provisions for homelessness, including housing options.
- Downtown area growth; continue focus on the Arts District and building a creative economy.
- Desire for the City to develop a district to celebrate the Latin community.

Councilmember Goforth provided comments, ideas, and direction on the following:

- Reiterated support of the village concept to ensure accessible, connected, walkable quality development.
- Emphasized the importance of keeping residents in Mesa to shop.
- Enhance the safety and comfort of Mesa's robust bike lane network, currently threatened by traffic speed.
- Consider changes to zoning and design standards to ensure each land space is used to the fullest potential, being walkable and connected; loosen parking minimums and allow the market and community to decide what is needed.
- Discussed personal goals to engage in the community and help to develop a Marketing and Communication plan to ensure constituents are informed and engaged.
- Suggested a Sustainability Advisory Board to provide input on the Climate Action Plan.
- Continue focus on Downtown and helping small businesses grow.

Councilmember Somers provided comments, ideas, and direction on the following:

- Transform Community Safety into Community Safety and Wellness.
- Add Crisis Intervention along with Police and Fire to respond to behavioral health, homelessness, alcohol, and drug dependancies.
- Offer behavior health care and cancer screenings for the City's first responders and employees.
- Discussed housing affordability with a continued focus on higher education, greater pay and increasing the number of jobs per capita, allowing people to live, work, play in their own community.
- Reported ASU Polytechnic has requested an innovation park and the SkyBridge is in its launch stage.
- Noted infrastructure issues and the importance in finding innovative ways to support infrastructure development.
- Stressed the need for developers to be tied into the City's vision.
- Discussed Pecos Road industrial zone and the need to defend and ensure industrial jobs.
- Stressed the importance of quality of development throughout the city; aesthetics are important to attract people to this community.
- Stated desire for the City to look at how to facilitate redevelopment and create a cohesive vision to redevelop key areas.

Mayor Giles provided comments, ideas, and direction as follows:

- Continue today's conversations throughout the year to articulate the needs of the community.
- Noted the City would present the legally mandated General Plan to voters at the next election.
- Emphasized the importance of dealing with housing and homelessness issues.
- ARPA funding would allow the City to advance and provide opportunities to create facilities and capital infrastructure to stay ahead.

- Recommended Council and City staff develop a prepared response to Mesa's water plan.
- Literacy concerns in Mesa; support Achieve 60 Mesa to ensure students have two years of post-high school education.
- Continue working with ASU to utilize more space for the University.
- Plan to encourage the planting of one million new trees over the next several years.
- Ensure the Climate Action Plan and Diversity Equity are top City priorities.
- Target crime driven areas where enforcement can be prioritized.
- Discussed economic development ideas for the Broadway Corridor.

8. Adjournment.

Without objection, the City Council Strategic Planning Session adjourned at 2:40 p.m.

---

JOHN GILES, MAYOR

ATTEST:

---

HOLLY MOSELEY, CITY CLERK

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Strategic Planning Session of the City Council of Mesa, Arizona, held on the 12<sup>th</sup> day of January 2023. I further certify that the meeting was duly called and held and that a quorum was present.

---

HOLLY MOSELEY, CITY CLERK

td  
(Attachments – 7)



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# Introduction

City of Mesa

2023 Strategic Plan

# Strategic Plan

Annual opportunity for the Mayor/City Council to meet, discuss and share their broad vision and direction for the City of Mesa.

Encourage participation in the dialogue and conversation.

Consider a city-wide perspective that looks beyond twelve months.

Consider local, regional and national environments

# Strategic Plan from 2008

- Imagine it is ten years from now and you have returned to Mesa after a long absence. Upon your return you visit the citizens, explore the City and get a genuine feel for how Mesa has evolved. Your sense is that “it’s perfect” . . . it turned out exactly like you hoped it would. What would you have seen and heard that leads you to that conclusion . . . what would the elements be of a compelling future/vision for Mesa ten years from now?



# Top Five Responses

A strong and nationally recognized high-tech component in its economy, a net attractor of skills.

Stable financial infrastructure for business development and community growth.

Safe, low level of crime in all respects.

One of the strongest and most sustained quality of education systems.

Diverse economy with a sense of long-term optimism and growth.



# 2022 Achievements

---

Home Rule Option approved by voters

---

Public Safety Bonds approved by voters

---

Commercial construction investments

---

Infrastructure project completion, streets, water, gas,



# 2022 Achievements

---

Completion of the ASU MIX Center

---

Opening of Fire Station 221

---

Groundbreaking of the Public Safety complex including Fire Station 222

---

Gateway Airport Tower Completion





# 2022 Achievements

---

Climate Action Plan Update

---

American Rescue Plan Act

---

Fiber to every home

---

Park Master Plan approval



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# Looking forward to 2023

---

Lehi Sports Complex opening

---

The POST opening : Groundbreaking  
of the Neon Garden

---

Monterey Park/Neighborhood  
Library completion

---

Southeast Library groundbreaking,  
Dobson Ranch completion



# Looking forward to 2023

---

General Plan 2050  
Public Engagement

---

Small Business Lab  
@Studios

---

New City Hall  
commencement



# 2023 Challenges

---

Water supply reductions

---

Impacts of economic recession

---

Inflation impacts on materials, labor, fuel and capital projects

---

Interest rate increases limit capital financing

---

Slow down in single-family residential building permits

---

Supply chain impacts

---

Labor costs increases

---



# Challenges beyond 2023



Expiration of Transportation and transit funding from Prop. 400



Infrastructure demands for water, wastewater, gas, electric, streets



Quality, high paying employment opportunities in Mesa



Educational attainment for Mesa students



Water resource delivery and availability



# Today's Agenda

## 1. Breakfast and Lunch

## 2. Staff presentations with discussion, direction:

- Economic Outlook and Forecasting
- Overview of General Plan Update
- Review of potential 2024 ballot initiatives, local and regional
- Citywide communications and marketing strategies, planning
- Navigating legal & ethical issues as Mesa's elected governing body

## 3. Council dialogue, strategic planning:

- Existing strategic priority statements; examples of 2022 outcomes
- Council priorities for next 1-2 years

# City of Mesa Economic Conditions Update

January 12, 2023



Presented by:     Brian A. Ritschel, Management and Budget Director  
                             Chris Olvey, Management and Budget Deputy Director

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## Current Mesa Economic Condition

The City of Mesa continues to experience higher than expected revenue growth with retail sales and construction activity being the main drivers. The City is also experiencing a continued growth in the labor force and reduced unemployment rate.



# Revenue Forecasting

---

- The city subscribes to a forecast group out of the University of Arizona which allows for access to raw data regarding econometrics
- Statistical software is applied in house to analyze the correlation between economic trends and the city's revenue sources
- Relevant economic indicators are considered such as: population growth, wages, unemployment, building permits, gas prices, etc.
- Mesa specific factors are applied such as economic development activities, retail trends, etc.

# Presentation Overview

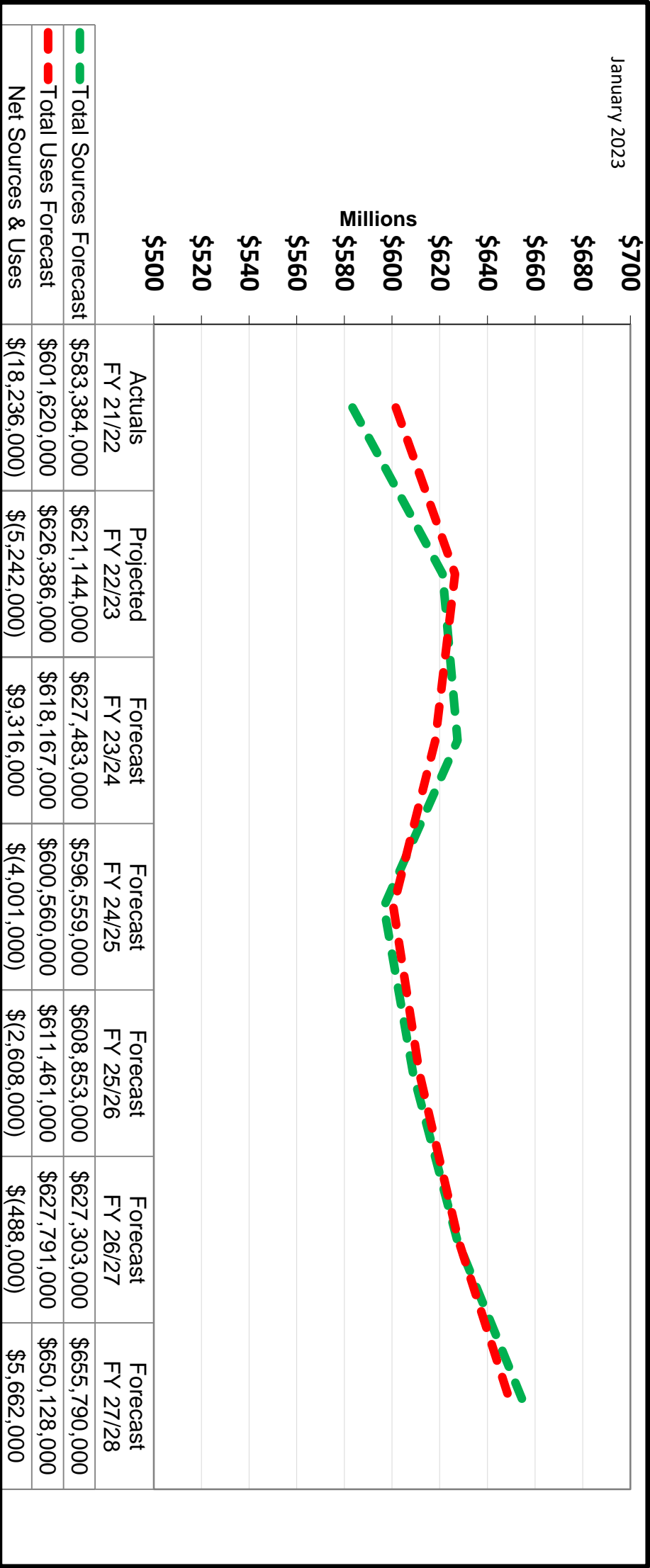
1. Financial Status
2. Economic Indicators
3. Valley Cities Comparison

# Financial Status

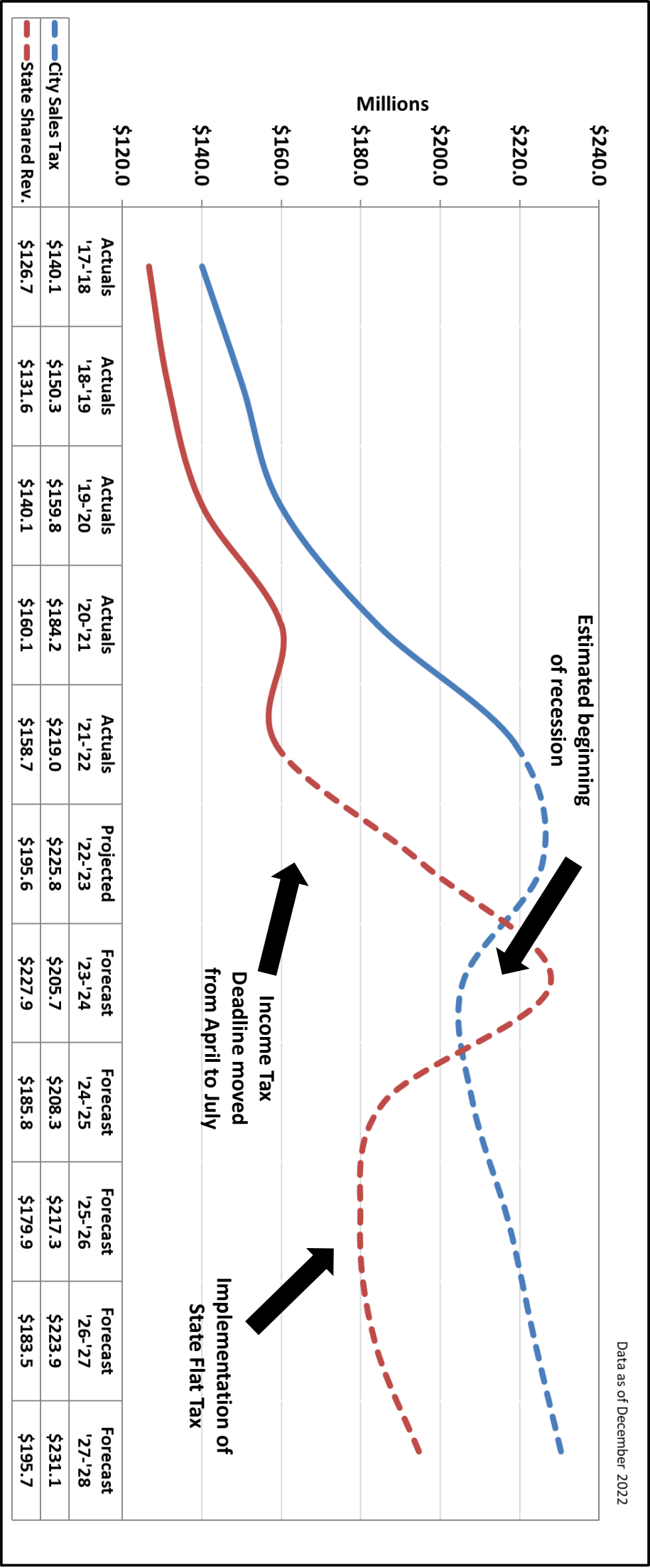


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# General Governmental Sources & Uses

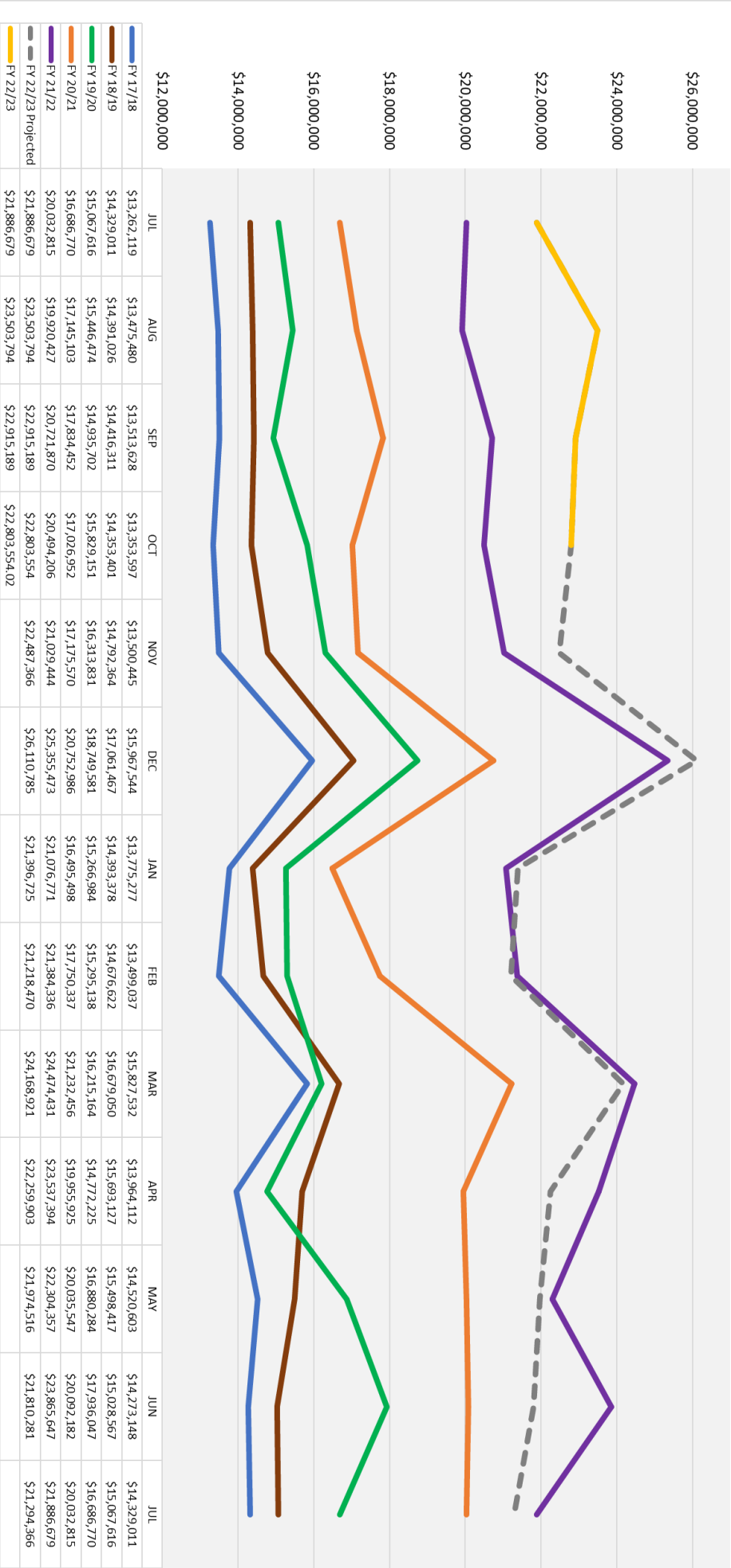


# General Governmental Revenues

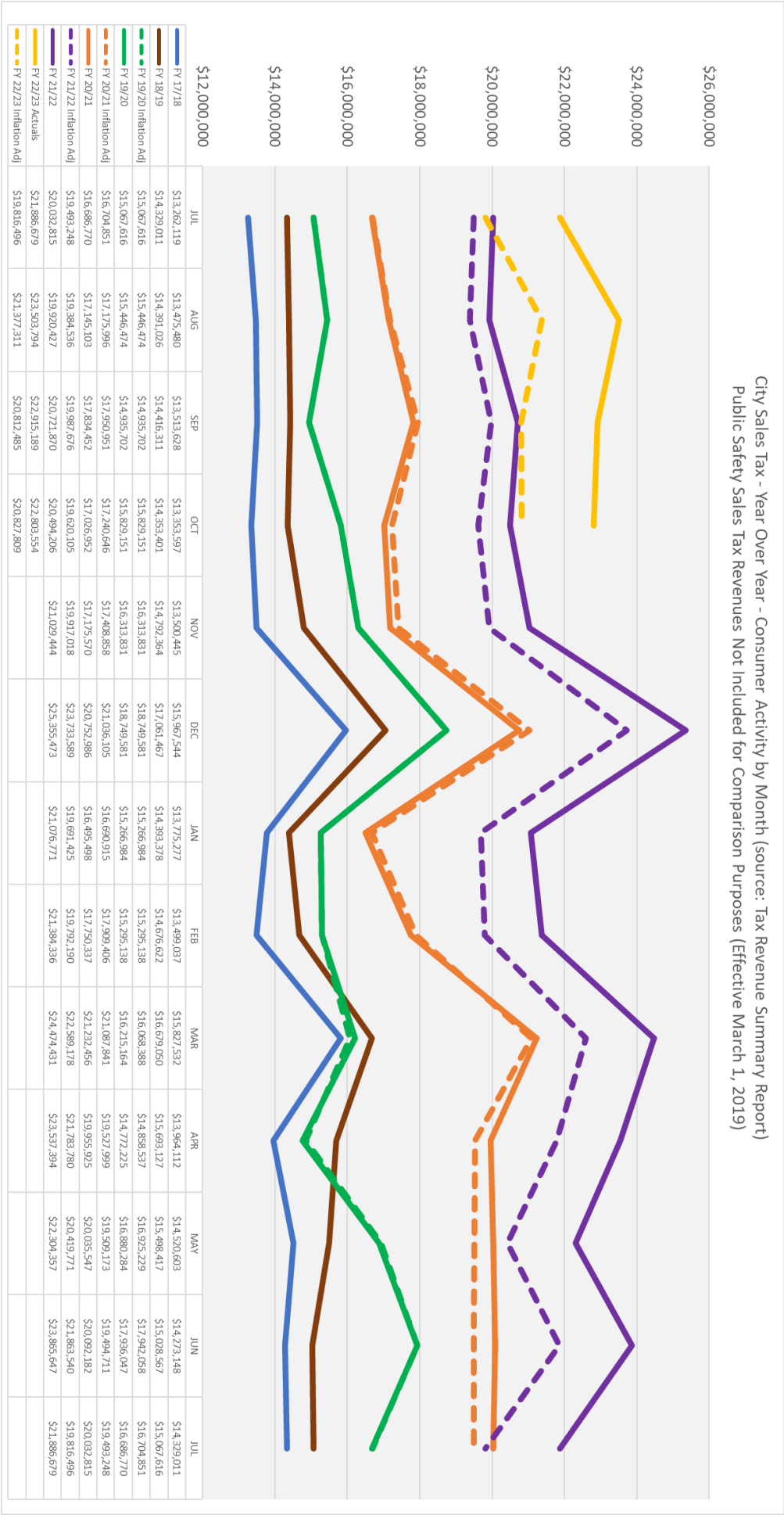


# City Sales Tax Revenues

City Sales Tax - Year Over Year - Consumer Activity by Month (source: Tax Revenue Summary Report)  
Public Safety Sales Tax Revenues Not Included for Comparison Purposes (Effective March 1, 2019)



# City Sales Tax Revenues – Inflation Adjusted



# City Sales Tax – Retail Category

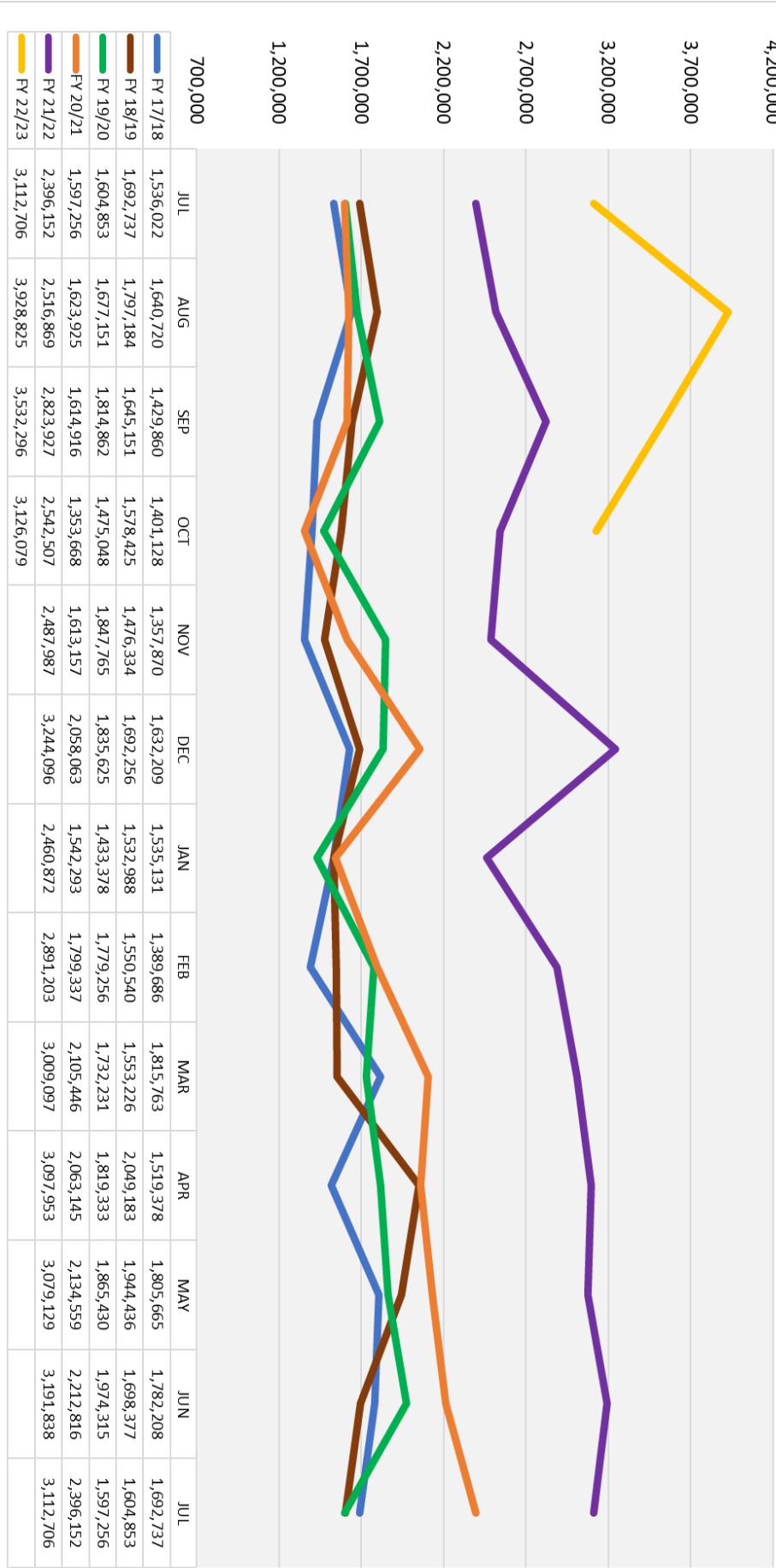
City Sales Tax - Year over Year - Consumer Activity by Month - **Retail Category**  
Public Safety Sales Tax Revenues Not Included for Comparison Purposes (Effective March 1, 2019)



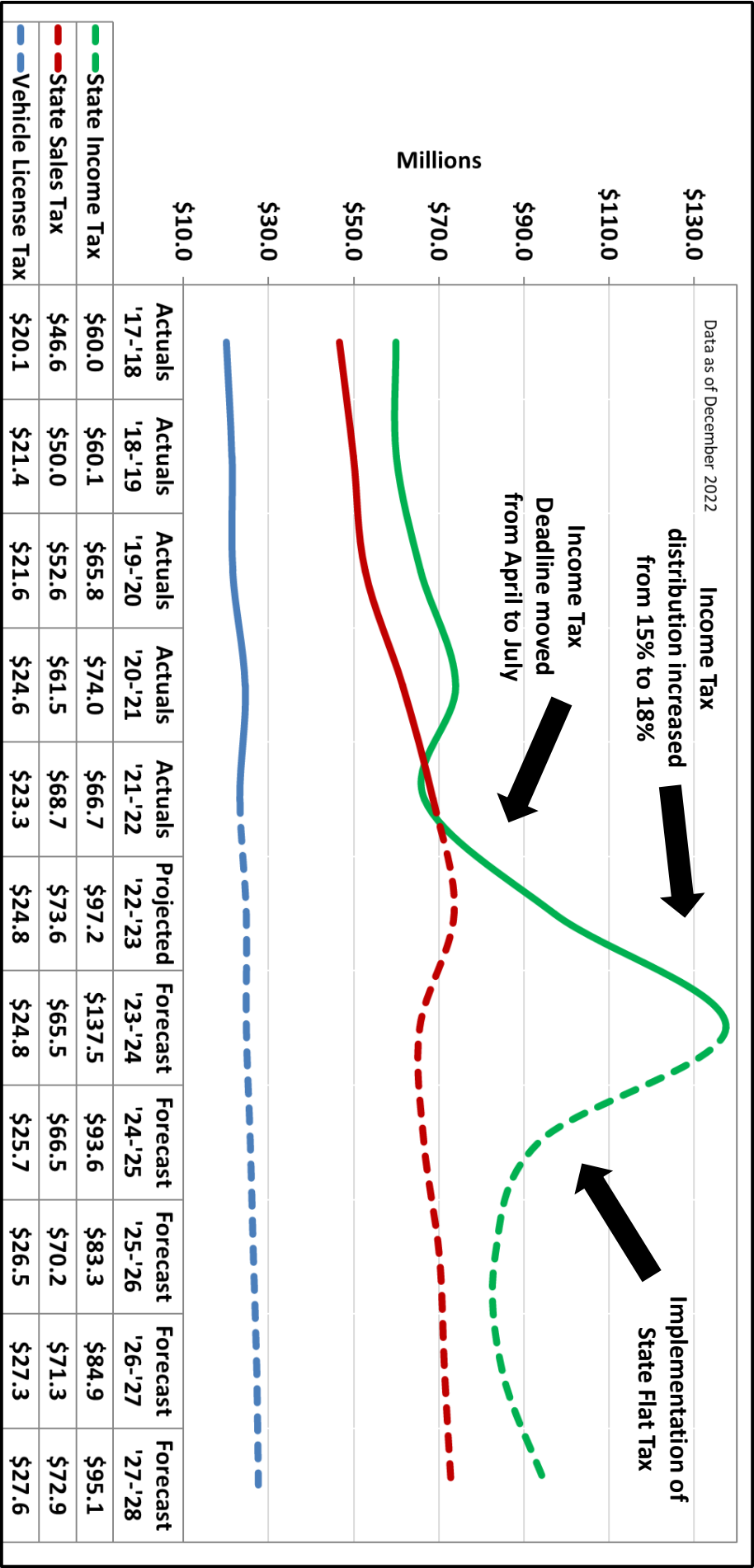


# City Sales Tax – Contracting Category

City Sales Tax - Year over Year - Consumer Activity by Month - **Contracting Category**  
Public Safety Sales Tax Not Included for Comparison Purposes (Effective March 1, 2019)



# State Shared Revenues

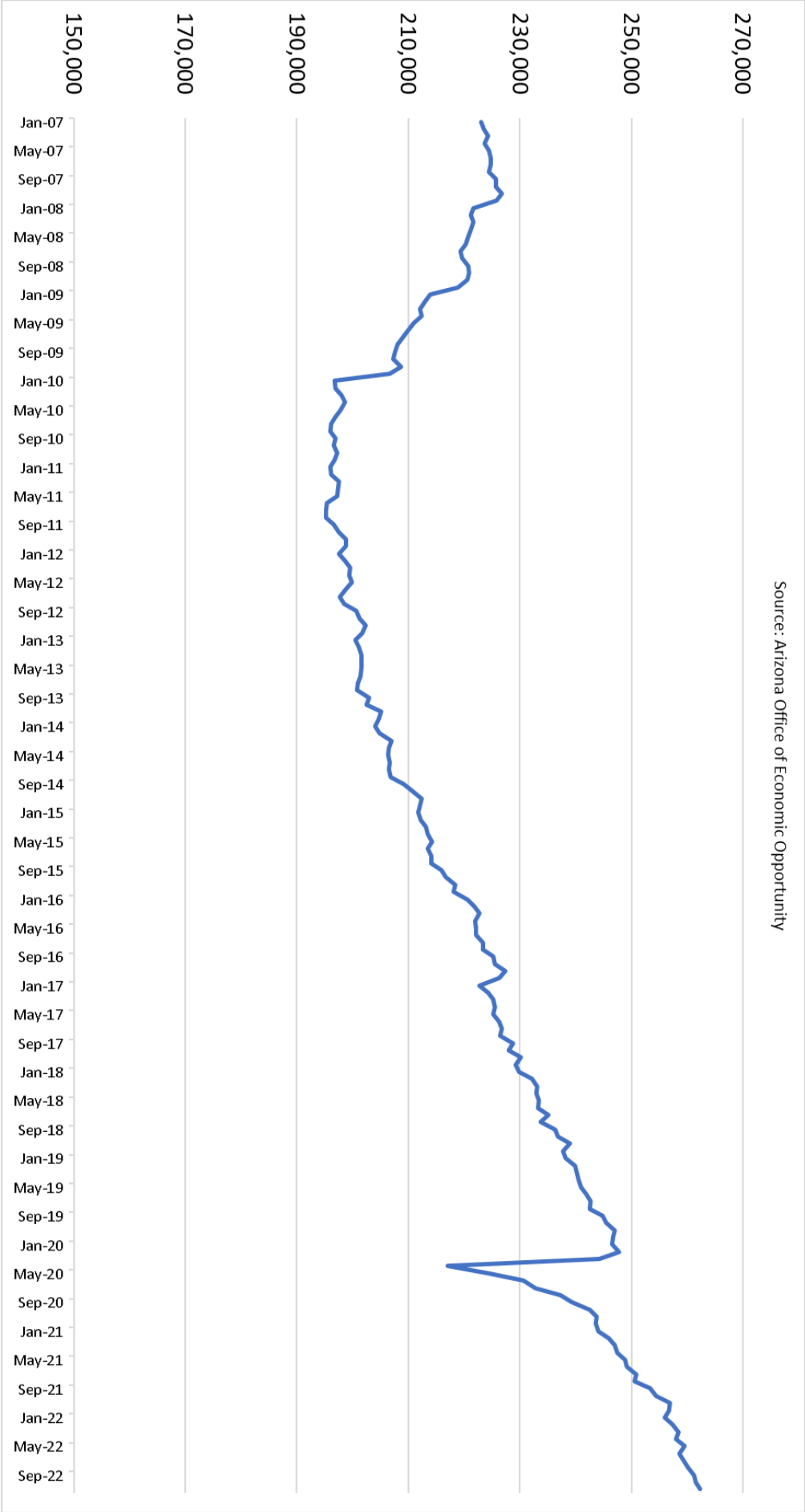


# Economic Indicators

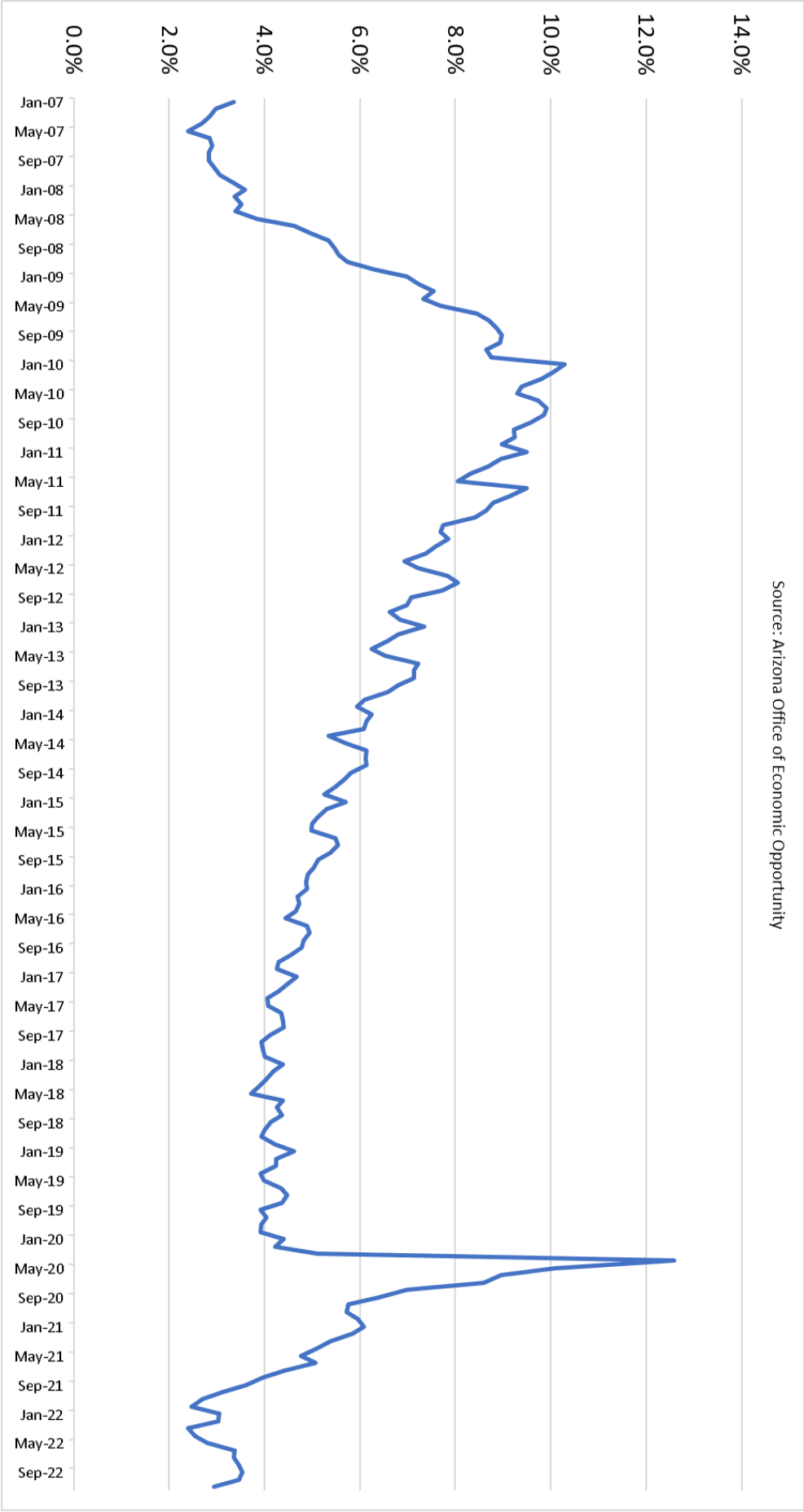


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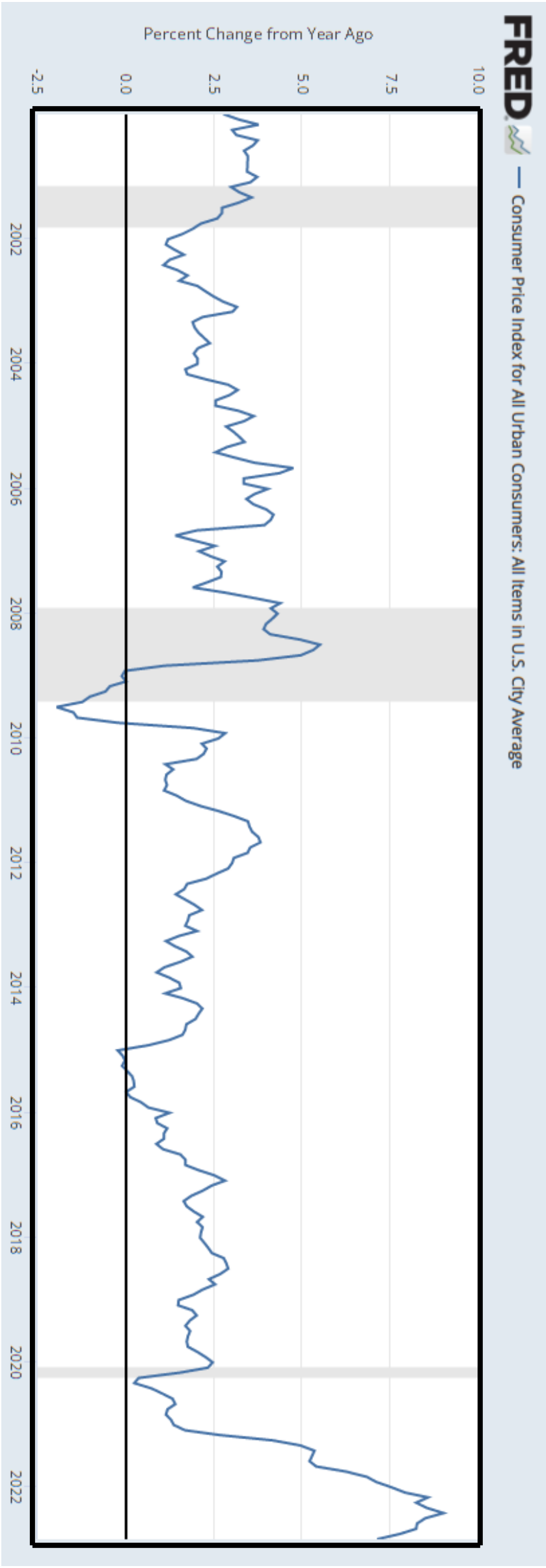
# City of Mesa - Employment



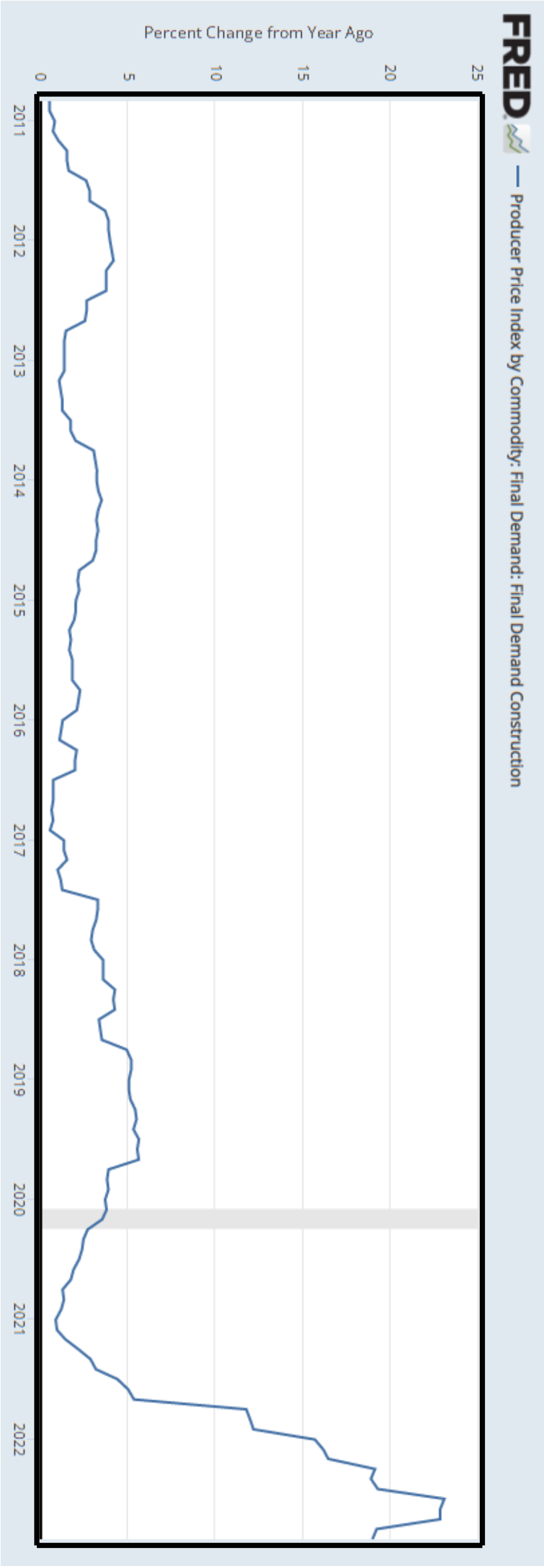
# City of Mesa – Unemployment Rate



# U.S. Inflation Rate (Consumer Price Index)

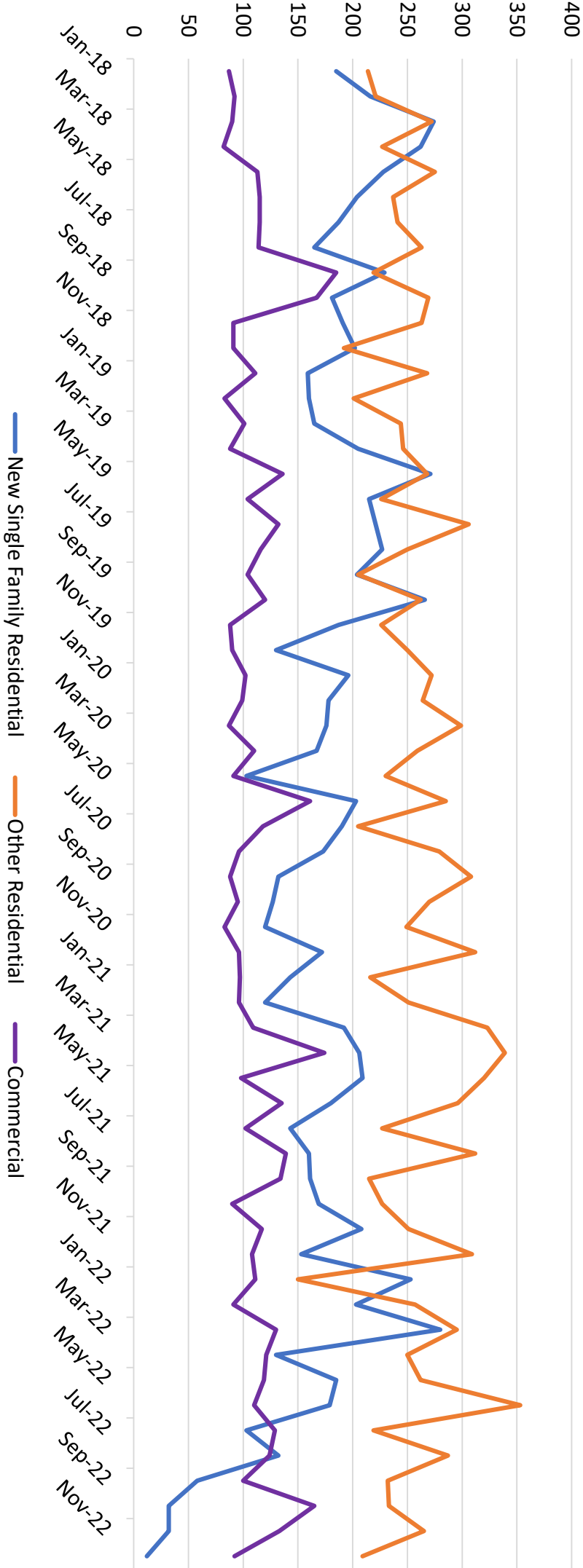


# Inflation Category: Construction



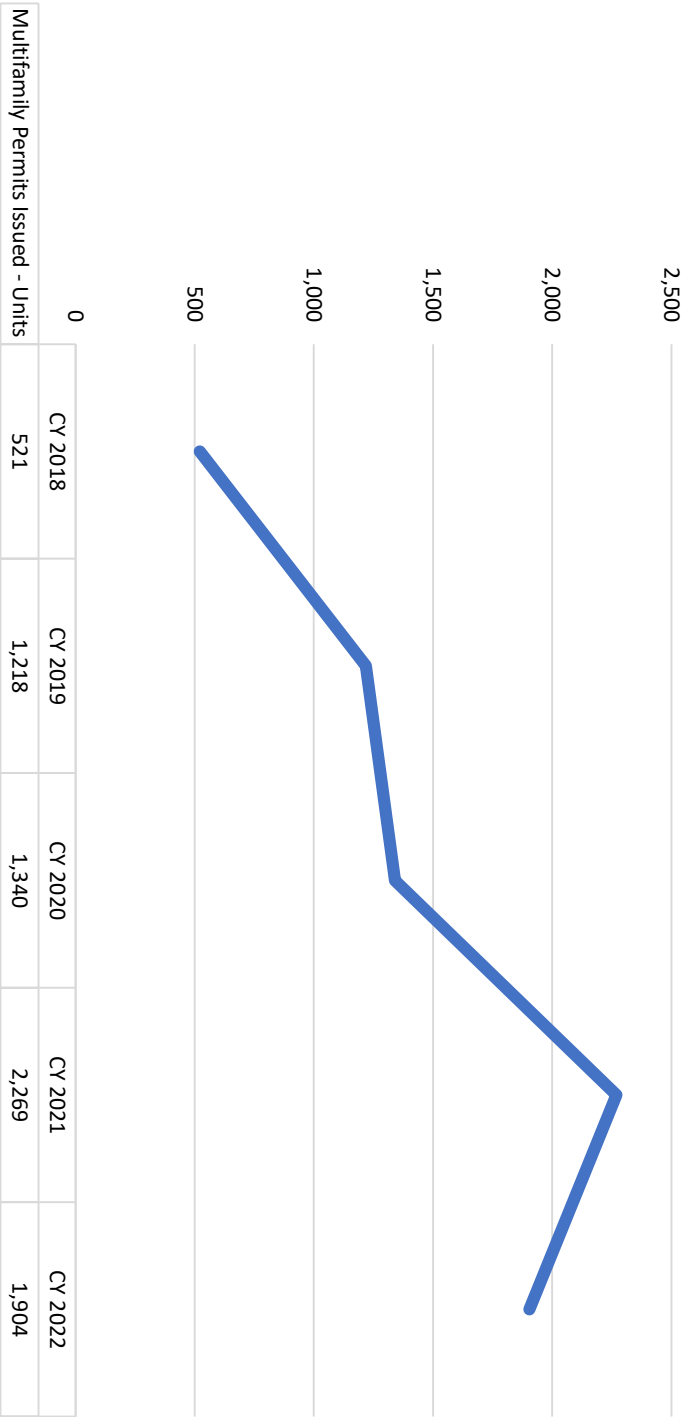
# Permit Activity

Number of Permits Issued each Month between  
January 2018 - December 2022





# Multifamily Residential Permits Issued: Number of Units

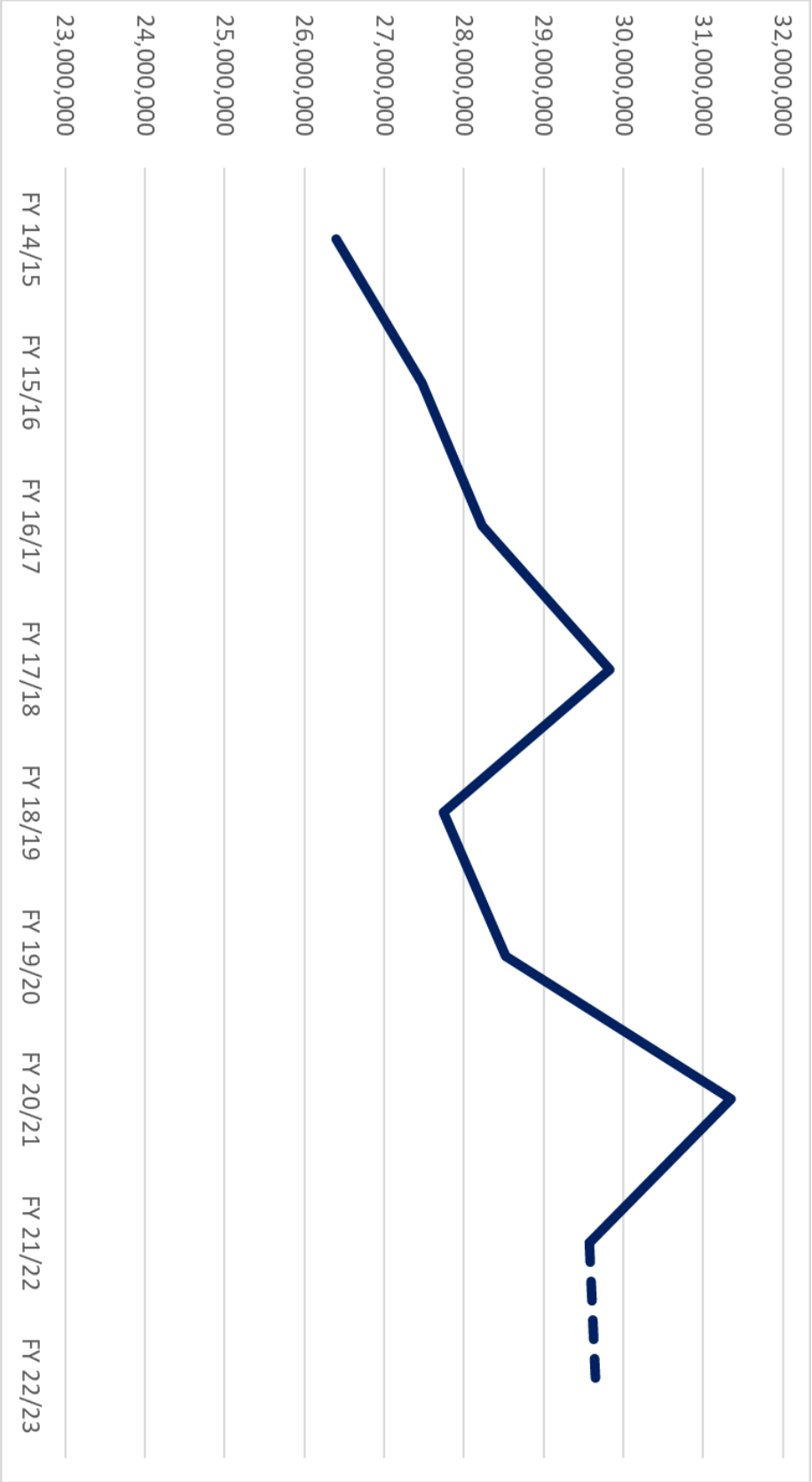


## Prospective Units:

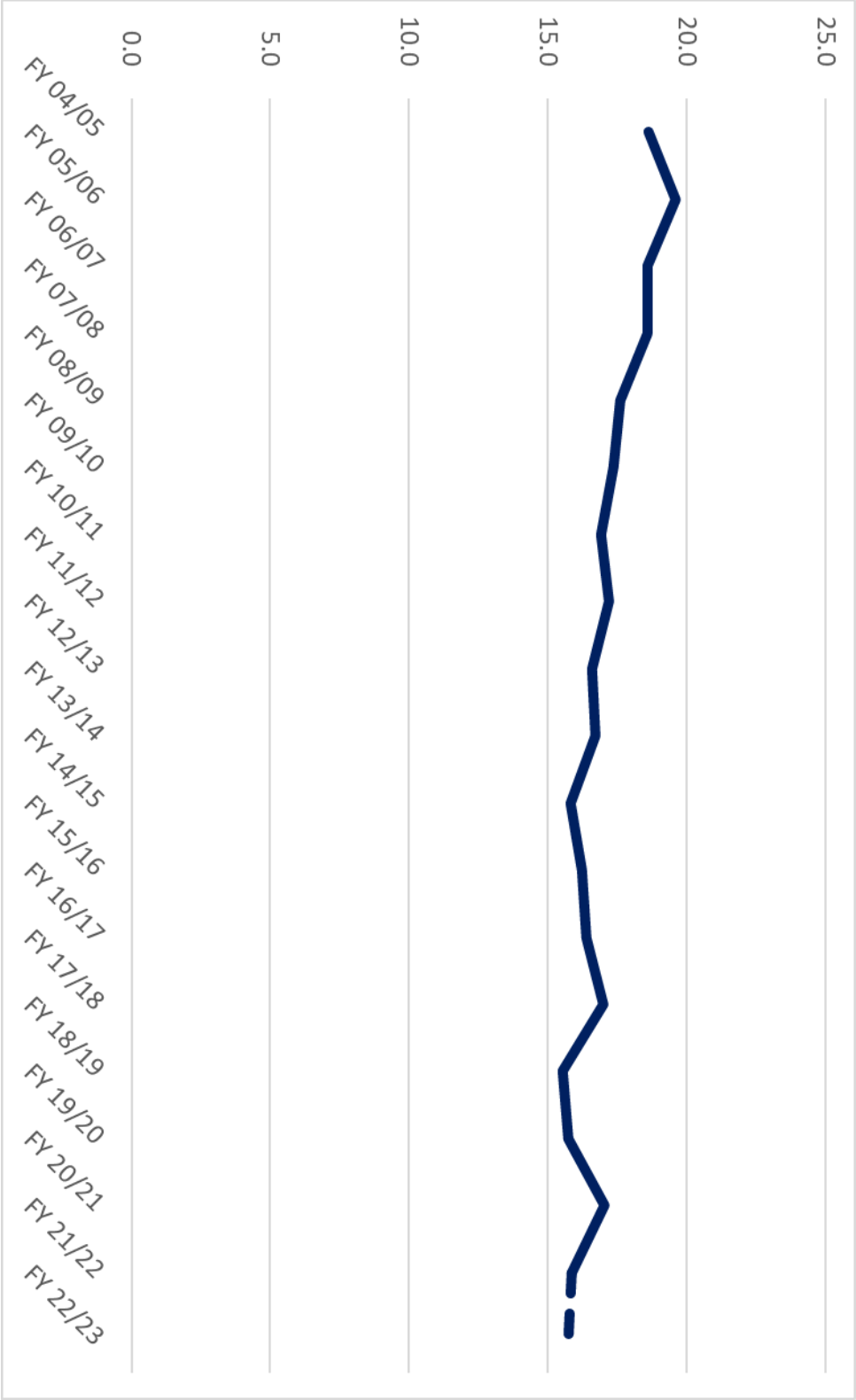
**1,662** – in Building /  
Construction Plan Review

**2,131** – Site Plan / Zoning  
Approved

# Water Consumption to All Customers



# Monthly Water Consumption per Account for All Customers

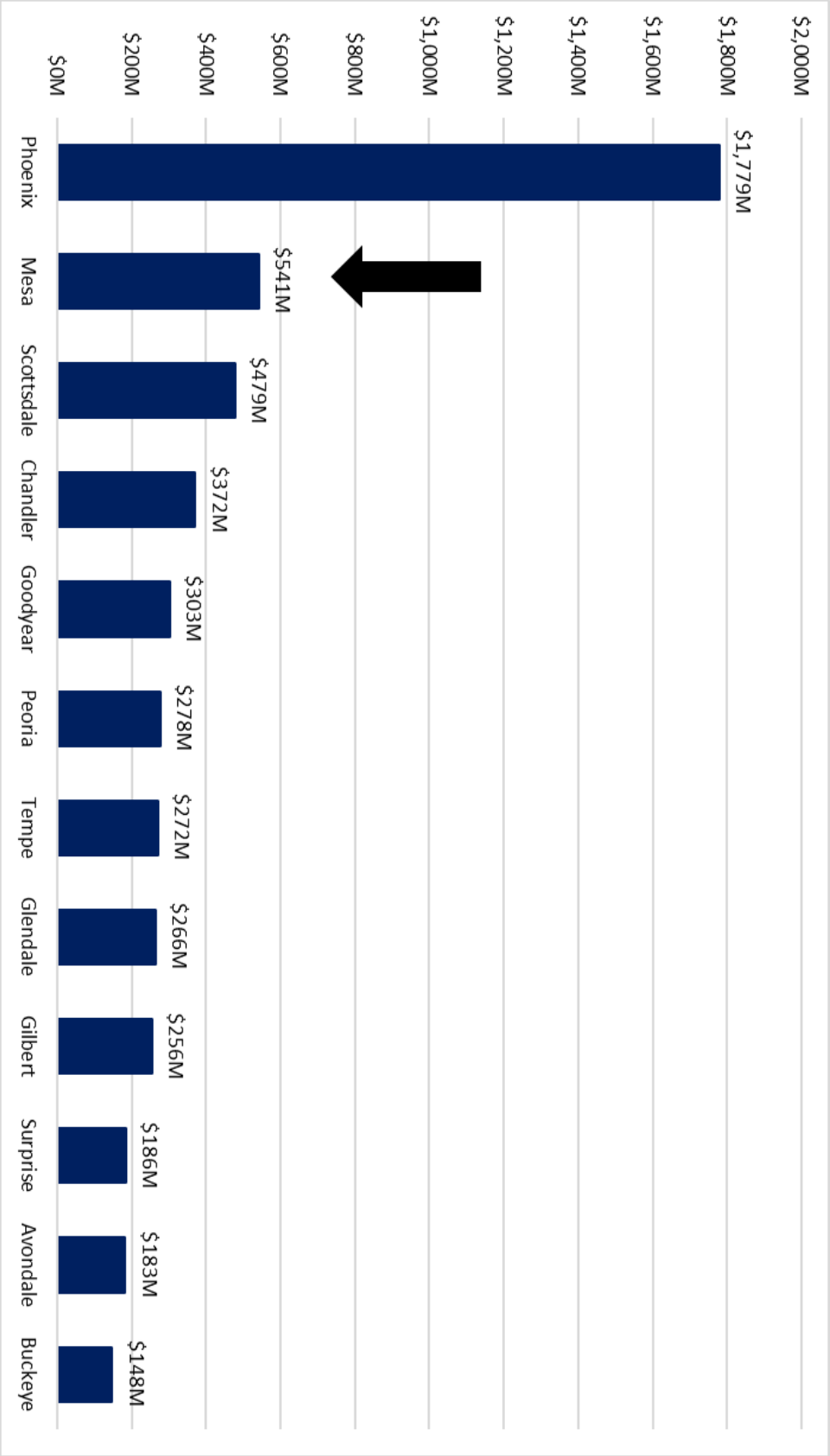


# Valley Cities Comparisons

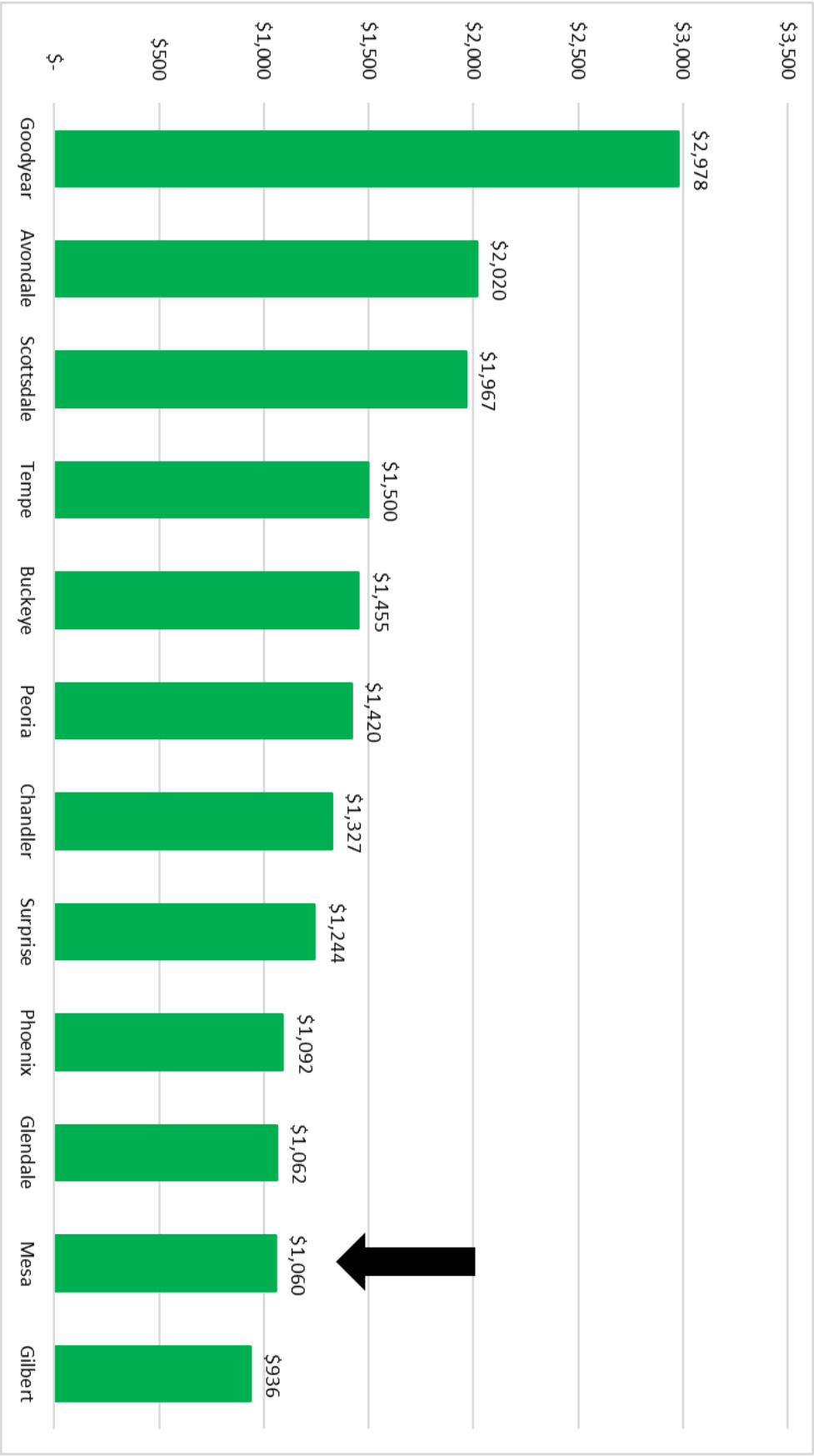


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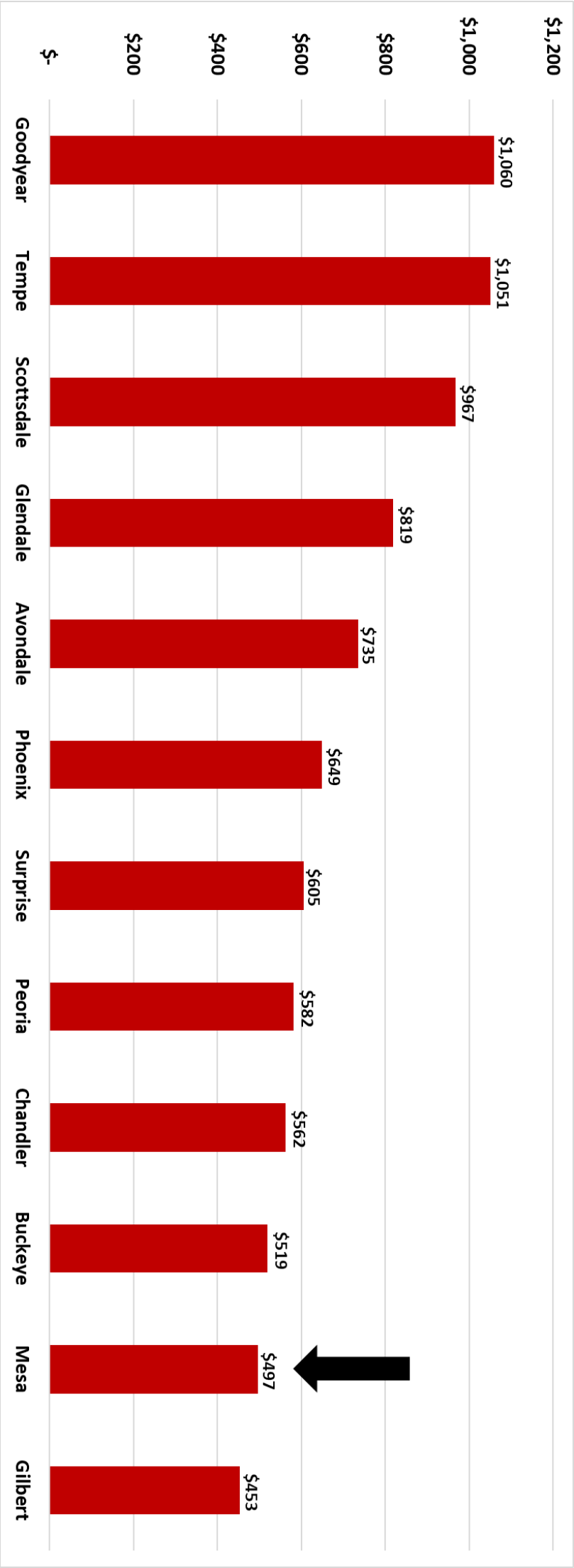
# FY 22/23 General Fund Budget by City



# FY 22/23 General Fund Spending per Capita



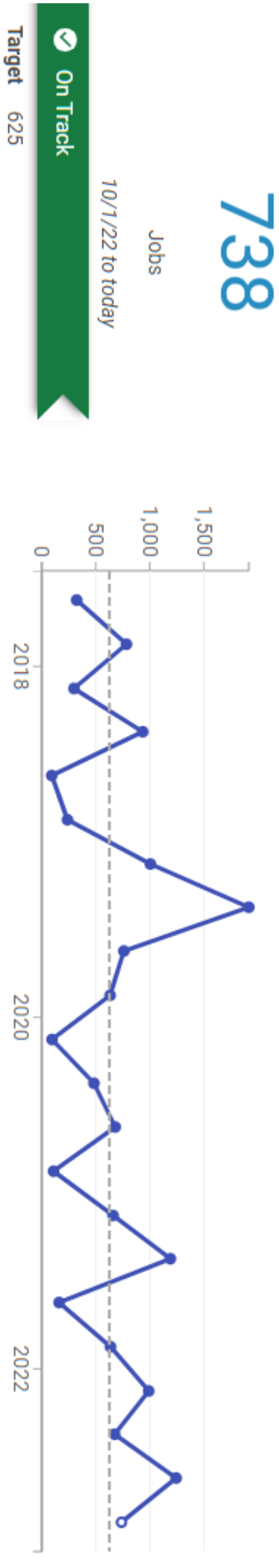
# FY 20/21 Sales Tax Revenue per Capita



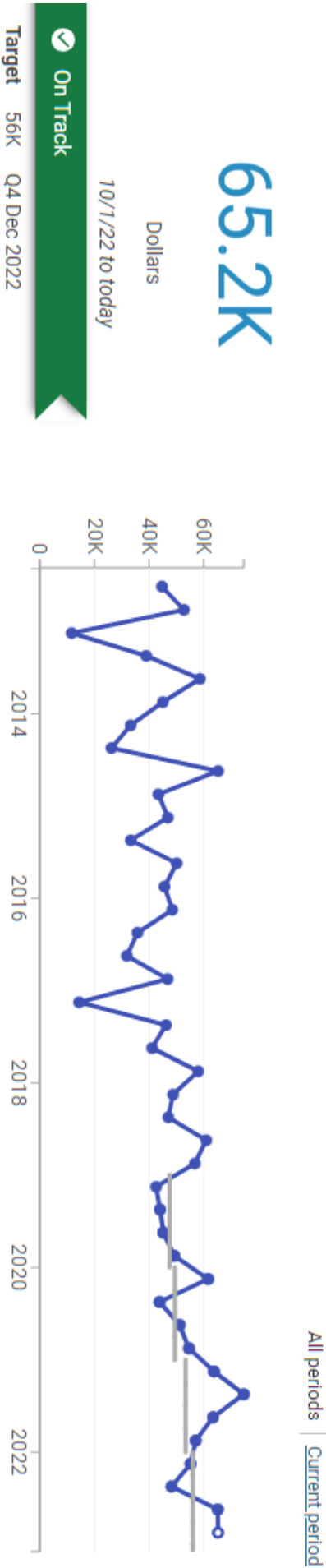
**\*The cities of Phoenix and Mesa do not apply sales tax to food for consumption at home (groceries).**

# Mesa Jobs and Wage Data

## Announced New and Retained Jobs



## Average Annual Wage of New Jobs Announced and Jobs Retained







# CITY COUNCIL STRATEGIC PLANNING

## -GENERAL PLAN UPDATE-

January 12, 2023



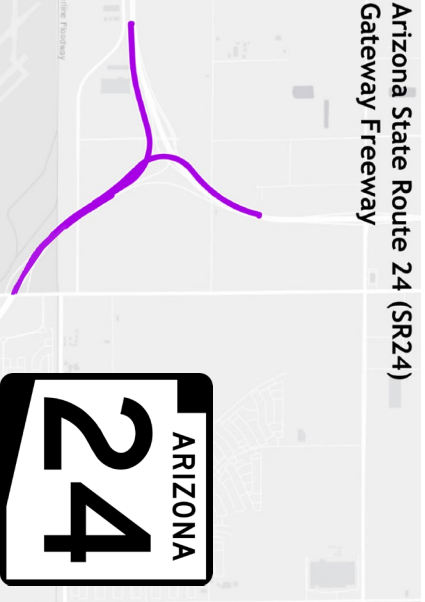
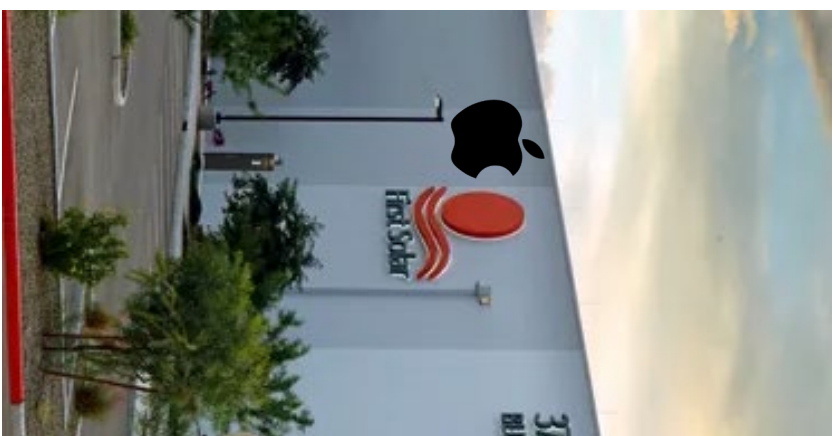
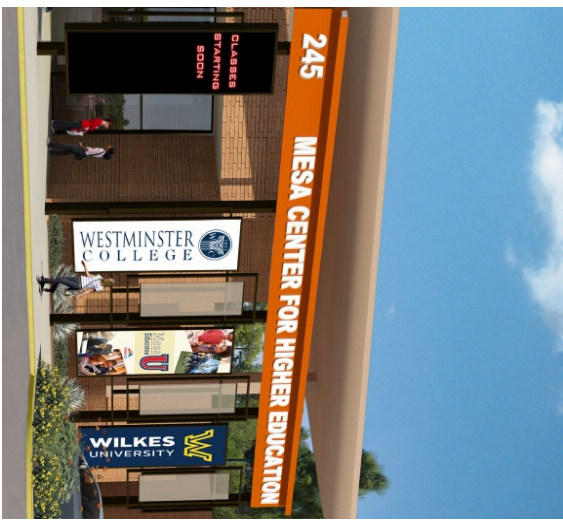
# WHAT IS A GENERAL PLAN?

- Official statement of a municipal government which sets forth its major policies concerning desirable future physical development
- Includes the Vision for the City
  - Guiding principles and policies
  - Actions identified with responsibility and time frames
- Formalizes agreements among various stakeholders (i.e., City Council, Residents, Special Interests, Development Community, and City Staff)
- Links with and complements on-going Plans - completed and in-process





# MAPSHOT IN TIME 2013-2014





# CHALLENGES FACED - 2014

- Bedroom community - low ratio of jobs per capita
- Need for industries that provide high-paying jobs
- Need for diverse housing types – affordable to high-end
- Large, sprawling city
- Loss of individuality, sense of place, and unique neighborhood character
- Commercial with no connectivity to neighborhoods
- Auto-centric development patterns



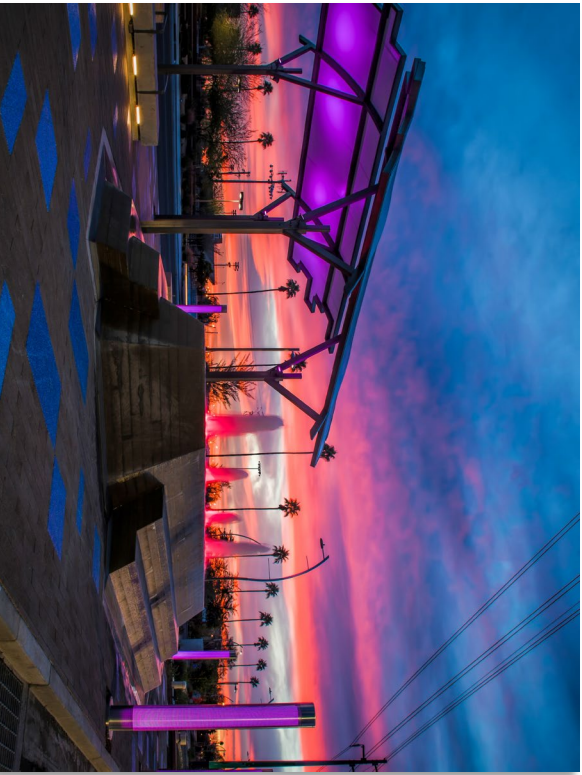
# COMMUNITY INPUT COMMON THEMES - 2040 GENERAL PLAN

- Build on existing foundation
- Improve job opportunities and choice
- Transform from a bedroom community
  - Become the “City of Choice” - Exciting, dynamic, and holistic
  - Attract entertainment, shopping, culture, and housing
  - Meet the needs of executives and professionals
- Become the place for families
- Identify retail and services that are inviting and attractive





# THREE GUIDING PRINCIPLES



**Creating and maintaining  
a variety of great  
neighborhoods**

**Growing and maintaining  
diverse and stable jobs**

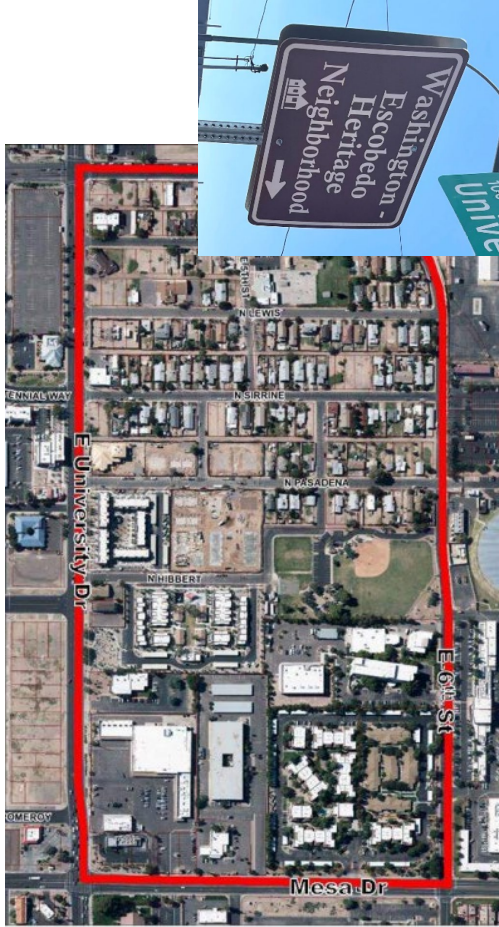
**Provide rich, high quality  
diverse public spaces and  
cultural amenities**



# 2040 PLAN VISION STATEMENTS



# VISION STATEMENT #1: NEIGHBORHOODS WITH A GREATER SENSE OF PLACE Developments that are appropriate in scale, location, and replace auto-dominant sprawl

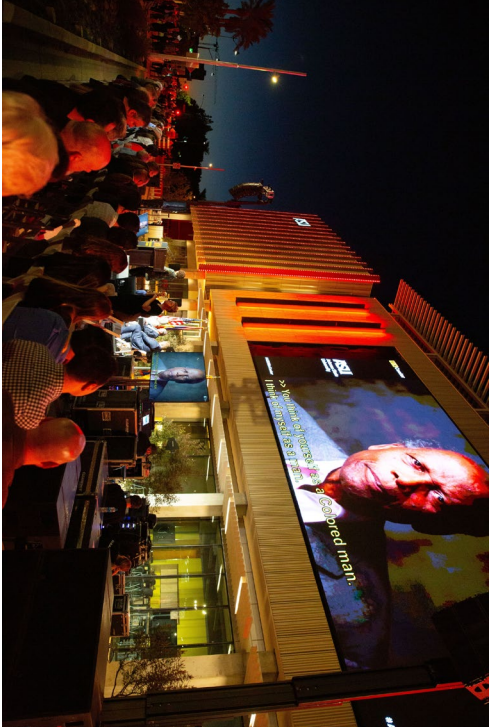




# VISION STATEMENT #2: DOWNTOWN MESA

Active night life, variety, events, education, arts community

# GO+HOOTS



DOWNTOWN  
MESA  
**FARMERS  
MARKET**





# VISION STATEMENT #3: EXISTING NEIGHBORHOODS

Well maintained, infill and redevelopment supported







# STATEMENT #4: CHANGES IN THE FORM OF BUILDINGS & NEIGHBORHOODS

Reduce auto travel, energy usage, and respond to the climate

## Quality Development Design Guidelines



Dec 2019





## CLIMATE ACTION PLAN

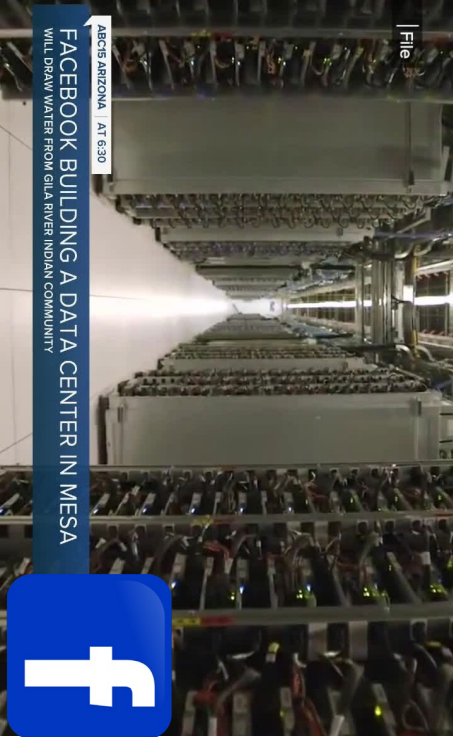
For a Sustainable Community

CITY OF MESA 2.0 | MESA.AZ.GOV/CLIMATEACTION



# ION STATEMENT #5: INNOVATION, CREATIVITY IN ENTREPRENEURSHIP, JOB ACTION, AND WORKFORCE EDUCATION

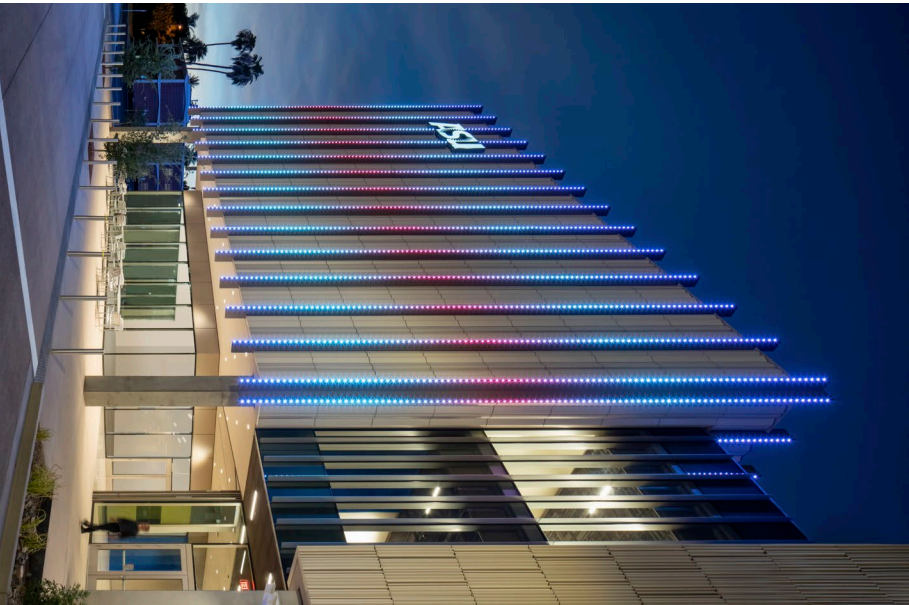
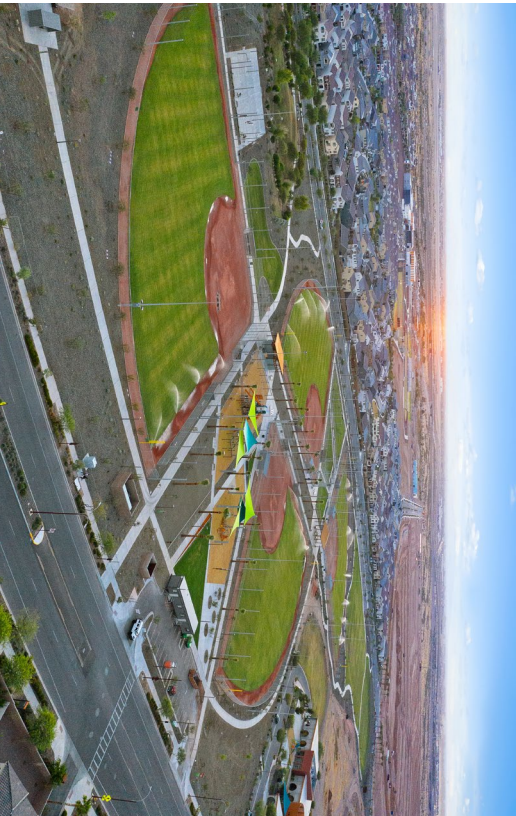
strong economic base, representation in the global market





# ON STATEMENT #6: MESA'S BUILT ENVIRONMENT THE ENVY OF OTHER MUNITIES

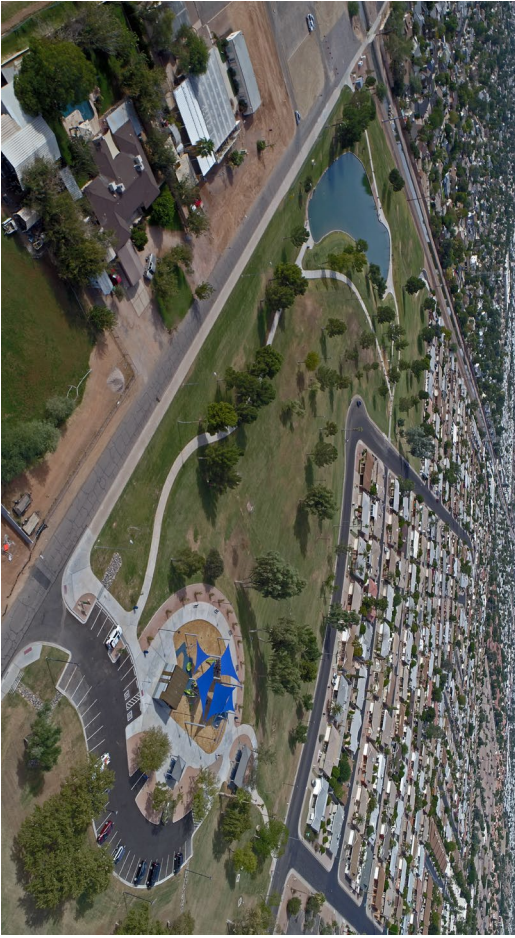
The standard for high-quality development in the Valley





# VISION STATEMENT #7: INVEST IN QUALITY-OF-LIFE ASSETS

Arts, culture, and recreational opportunities

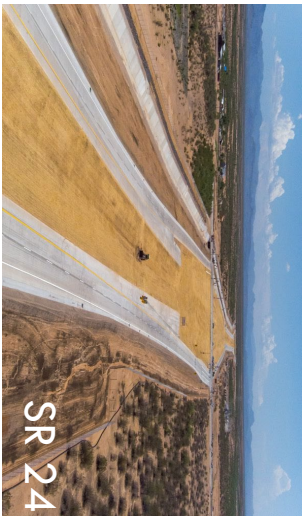




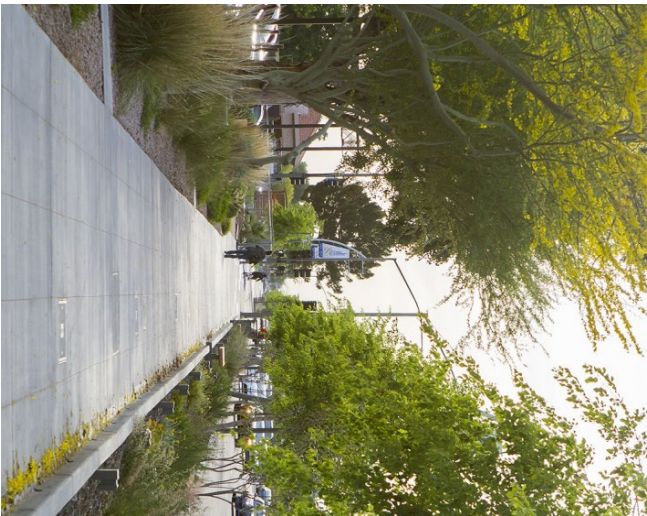
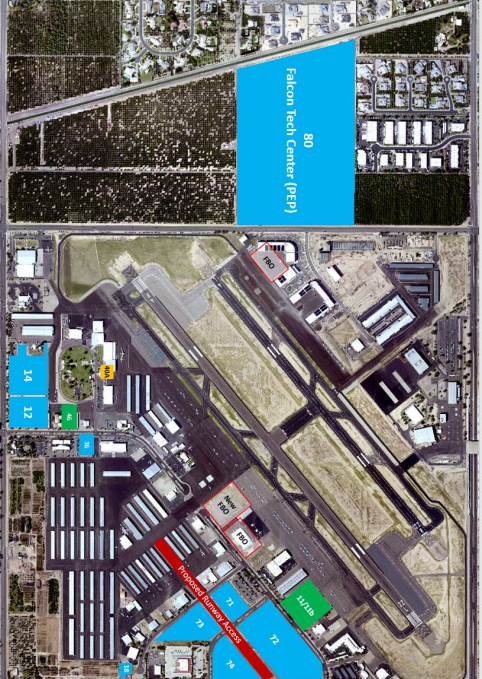
# ON STATEMENT #8: EFFICIENT MULTI-MODAL TRANSPORTATION AND TRANSIT

## EMS

Provide for the movement of goods and people



SR 24





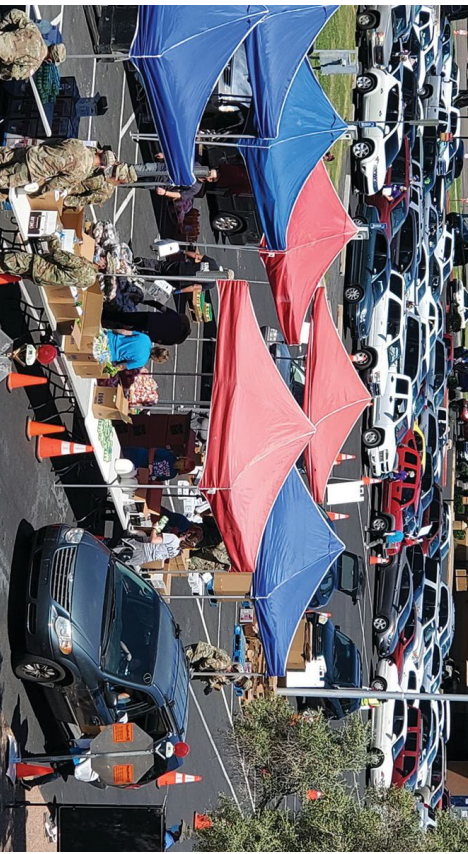
ON STATEMENT #9: RESIDENTS OF ALL AGES TAKE PRIDE IN THEIR  
NEIGHBORHOODS  
Enjoy clean, safe, and healthy living environments





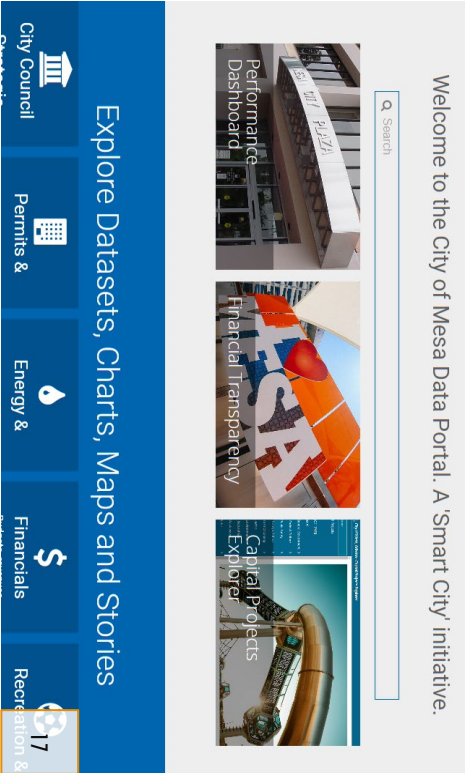
# VISION STATEMENT #10: SENSE OF INCLUSION AND OWNERSHIP

## Innovative use of technology, participatory government; volunteerism, events



IT ALL STARTS WITH A **SPARK** OF IMAGINATION.  
YOUR IDEAS, OUR FUTURE.

Share your ideas for making Mesa amazing!





# VISION STATEMENT #11: CELEBRATE MESA'S CULTURE & DIVERSITY

*Celebrate roots and embrace changing demographics and cultures*



## ASIAN DISTRICT MESA·AZ



# TOGETHER





# VISION STATEMENT #12: CHOICE AND VARIETY IN ENVIRONMENTS

To meet the needs of all residents









# WHO WE ARE TODAY


# 10-ECONOMICS

Year	 Population
2010	439,041
2021	509,475


Source: U.S. Census Bureau, 2021

 Race/Ethnicity	%
White	60.5%
Hispanic	27.5%
African American	4.4%
Asian American	2.3%
American Indian	2.2%
All Other	3.1%


Source: U.S. Census Bureau, 2021

 Top Industries	Employees
Health Care and Social Assistance	26,811
Educational Services	22,337
Food Services	16,504
Real Estate	11,303
Professional, Scientific and Tech	8,601
Construction	8,523

ESRI Community Analyst database, 2022

 Household Income	Total
Median	\$67,337
Average	\$94,088

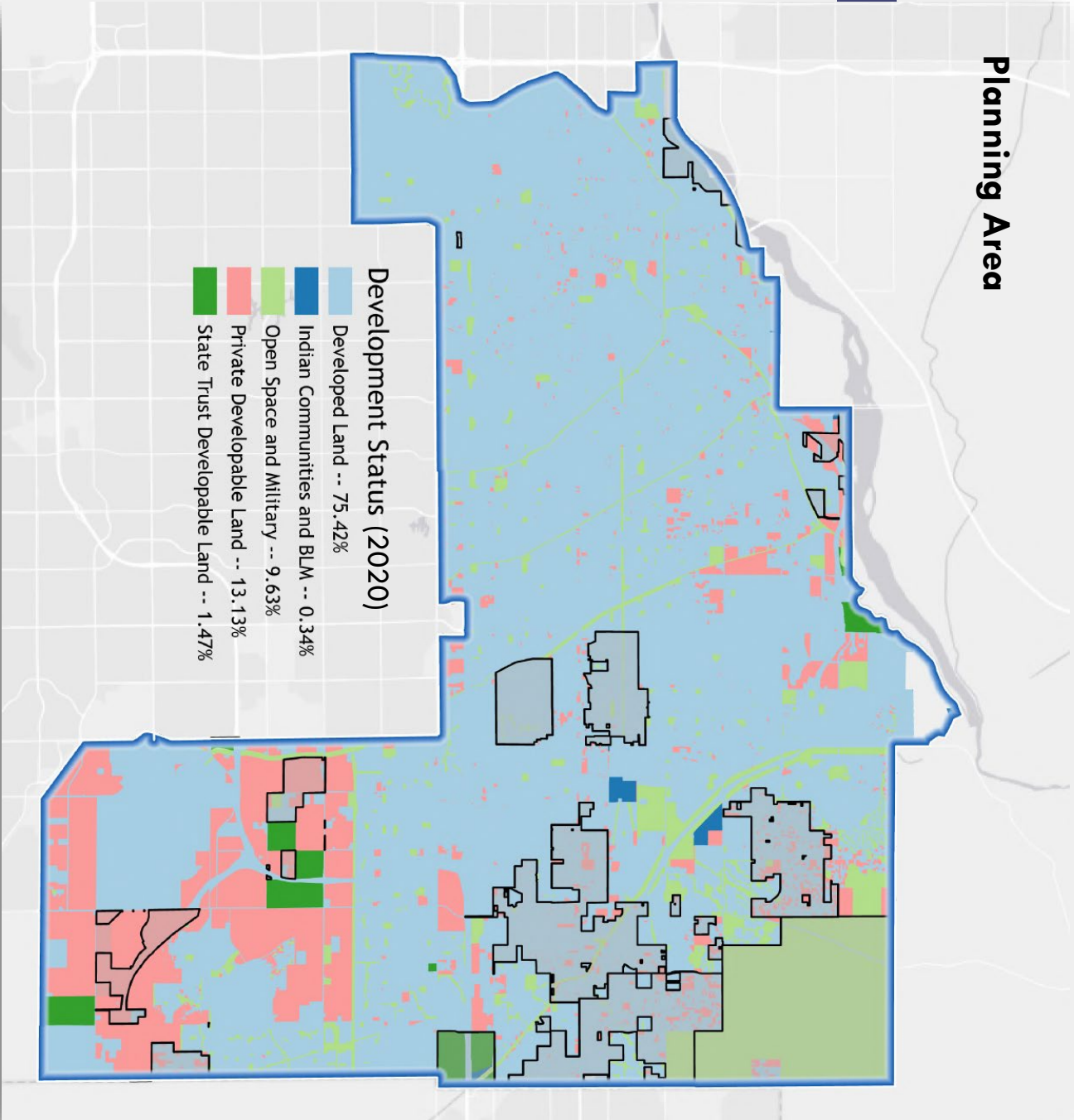
ESRI Community Analyst database, 2022

 Education	%
Graduate Degree	10%
Bachelor's Degree	21%
Some College or Associates	39%
High School Graduate	26%
No degree	4%

ACS 5-year estimate, 2021. Population 25 and older

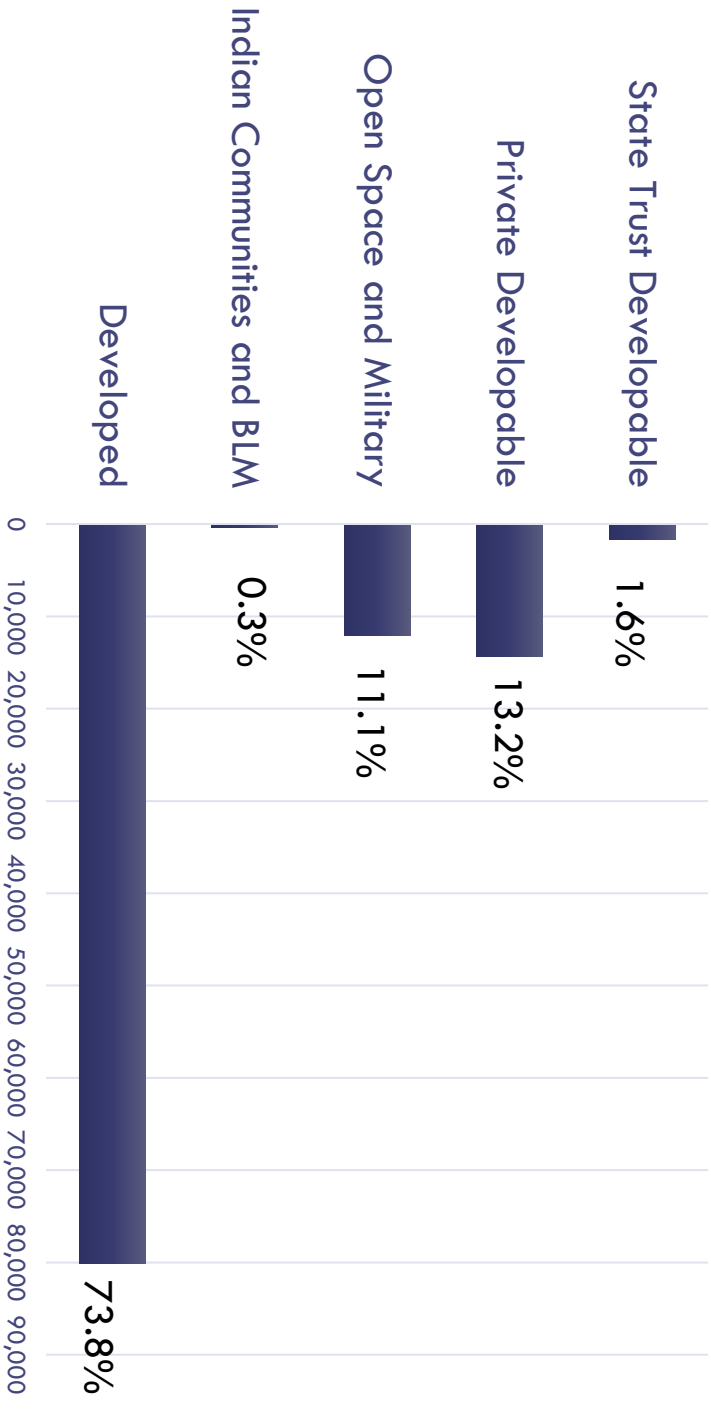
# OPENED LAND

**Total Developed Land: 85.4%**  
**Total Undeveloped Land 14.6%**



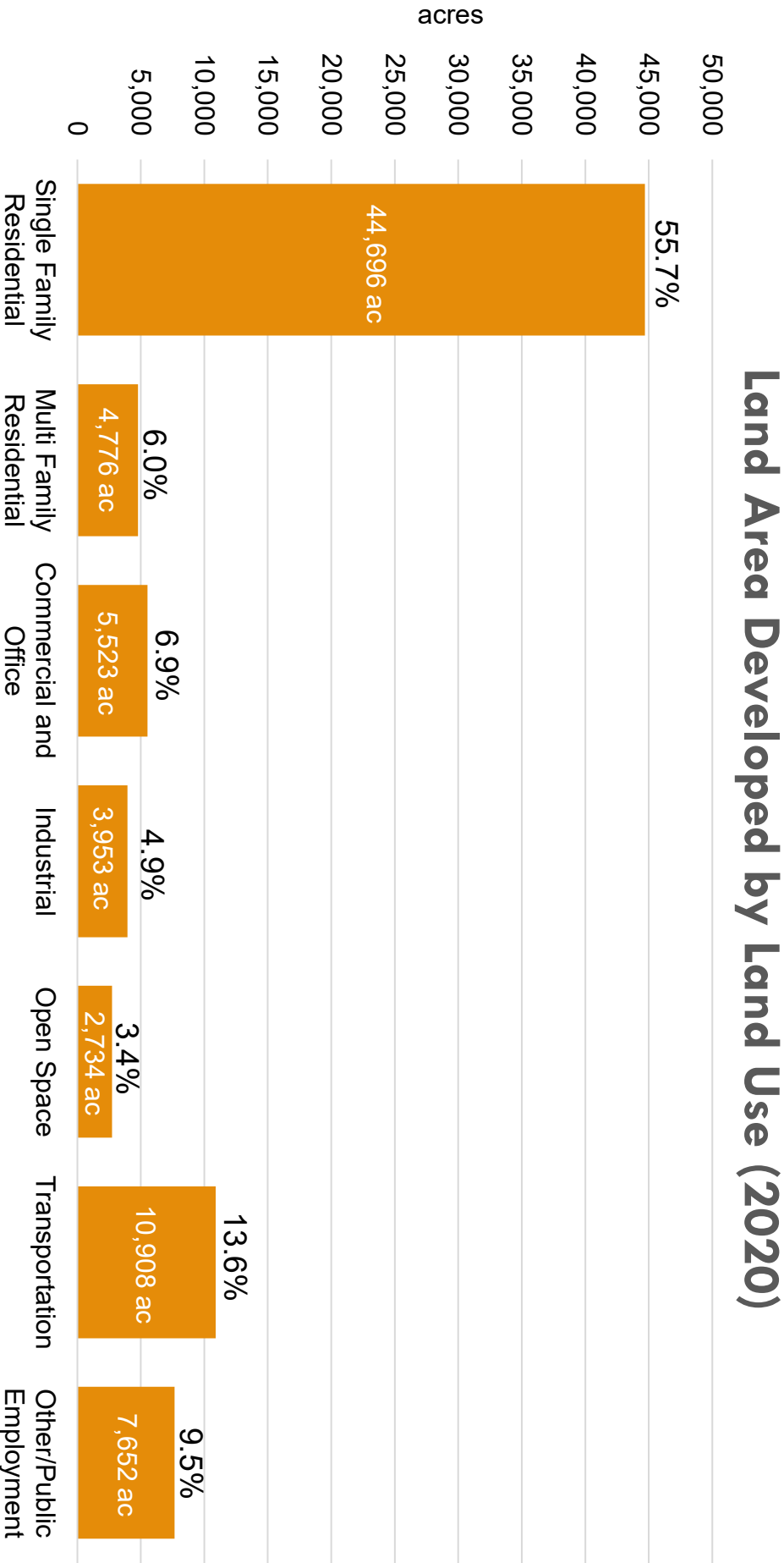
# OPENED LAND

Development Status	Acreage	Percentage
Developed	80,153	73.8%
Indian Communities and BLM	376	0.3%
Open Space and Military	12,105	11.1%
Private Developable	14,294	13.2%
State Trust Developable	1,692	1.6%
TOTAL	108,620	100.0%



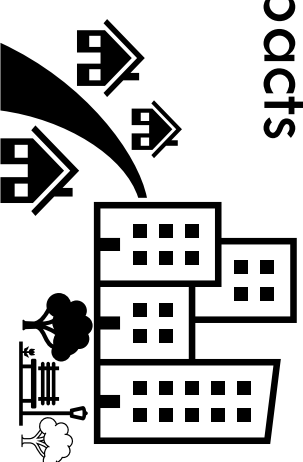


# DEVELOPED LAND - BY LAND USE



# LENGES FACED TODAY

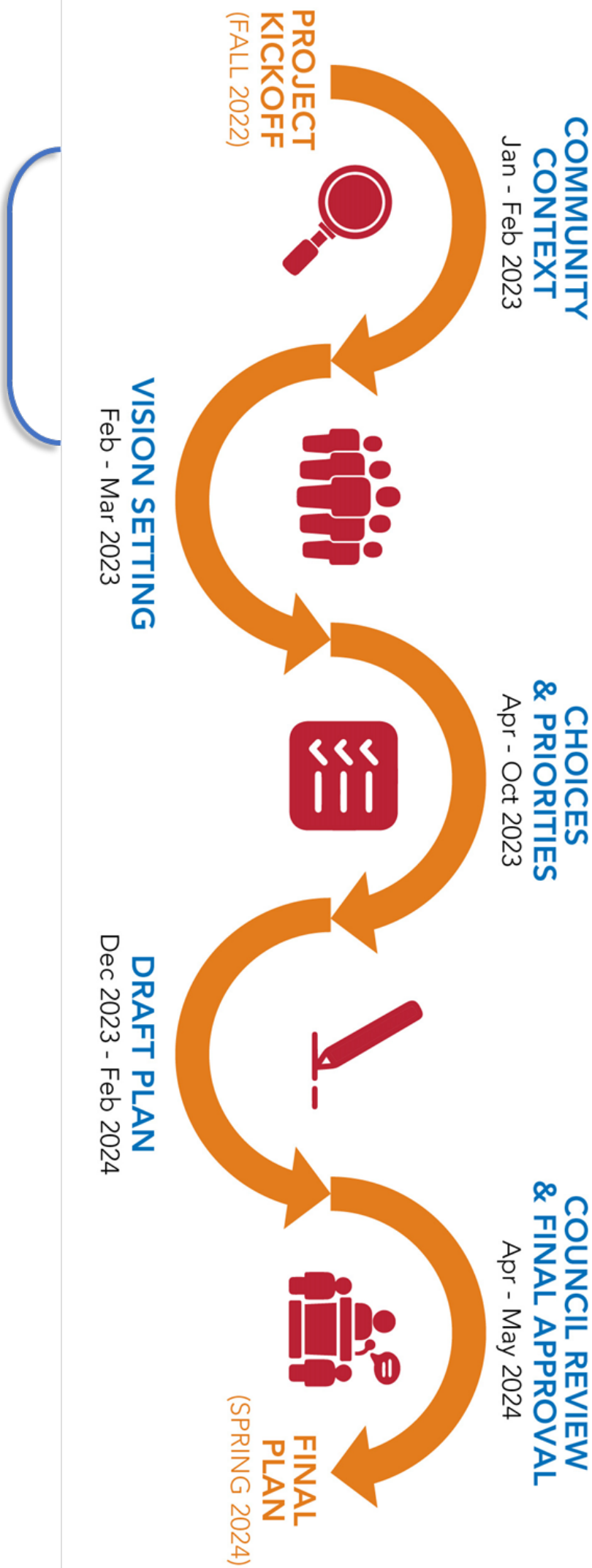
- Conversion/Pressure – Balance of Land Uses
  - Job creation vs Housing/Commercial development
  - Revitalization – Redevelopment
  - Infill Development
- Infrastructure Expansion and Timing
- Auto-centric development patterns
- Network/Connecting Green and Open Spaces
- Connectivity/Mobility
- Sustainability
- Public Perception – A New Narrative
- Covid Refocus and Impacts



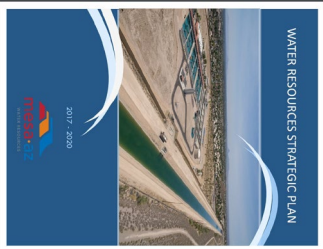
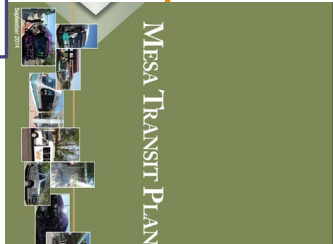
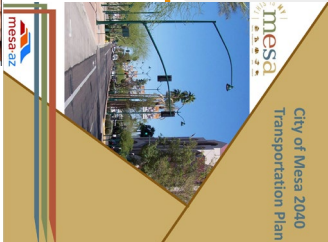


# 2050 PLAN PROCESS

# GENERAL PLAN TIMELINE



# GENERAL PLAN PUBLIC ENGAGEMENT



PRCF  
Comprehensive  
Plan  
Adopted 2022

Climate  
Action Plan  
Adopted  
2022

Transportation  
Master Plan  
Update 2023

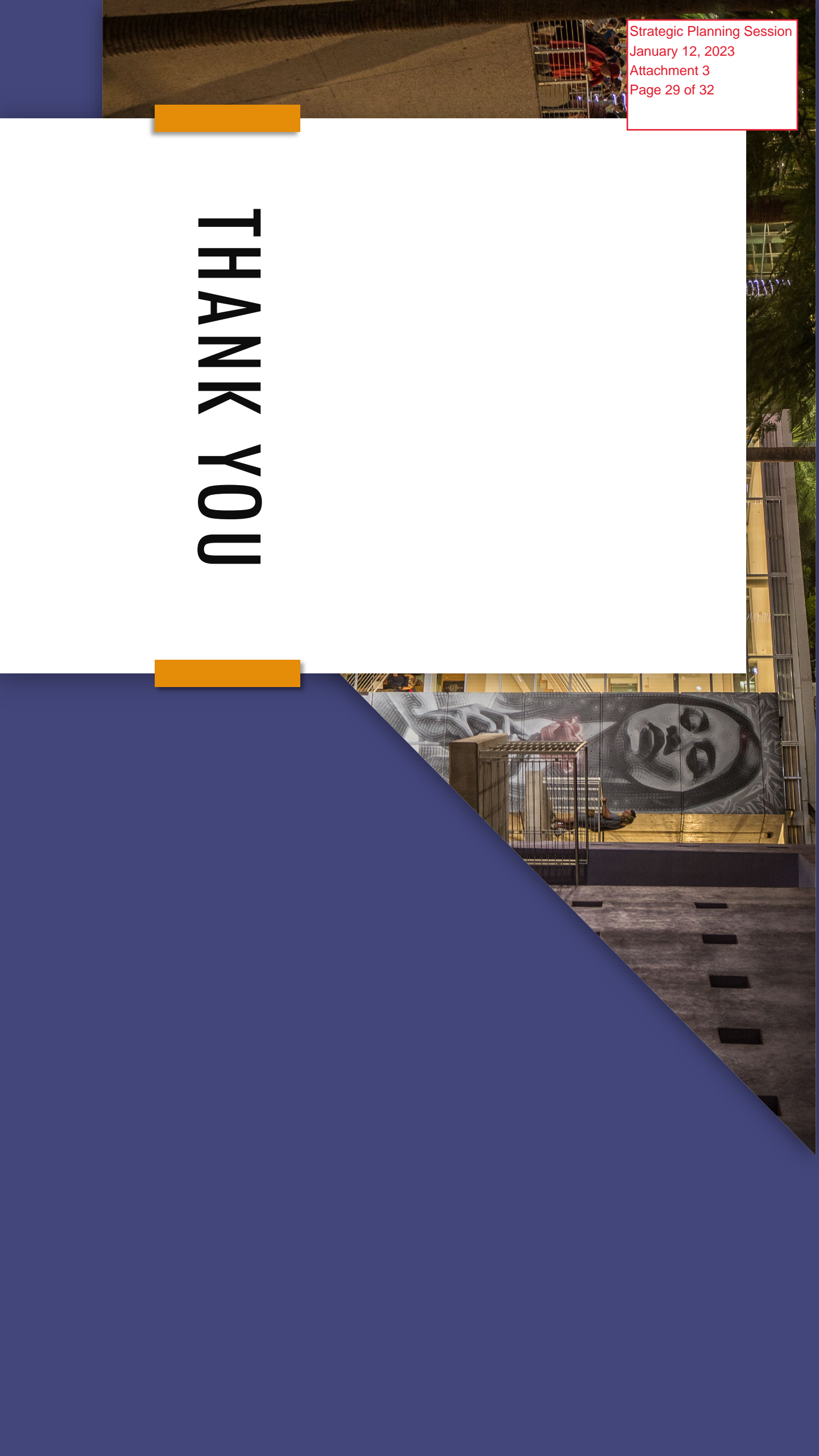
Transit Master  
Plan  
Update 2023

Balanced  
Housing Plan  
Update 2024

Water Resource  
Integrated  
Master Plan  
Update 2023

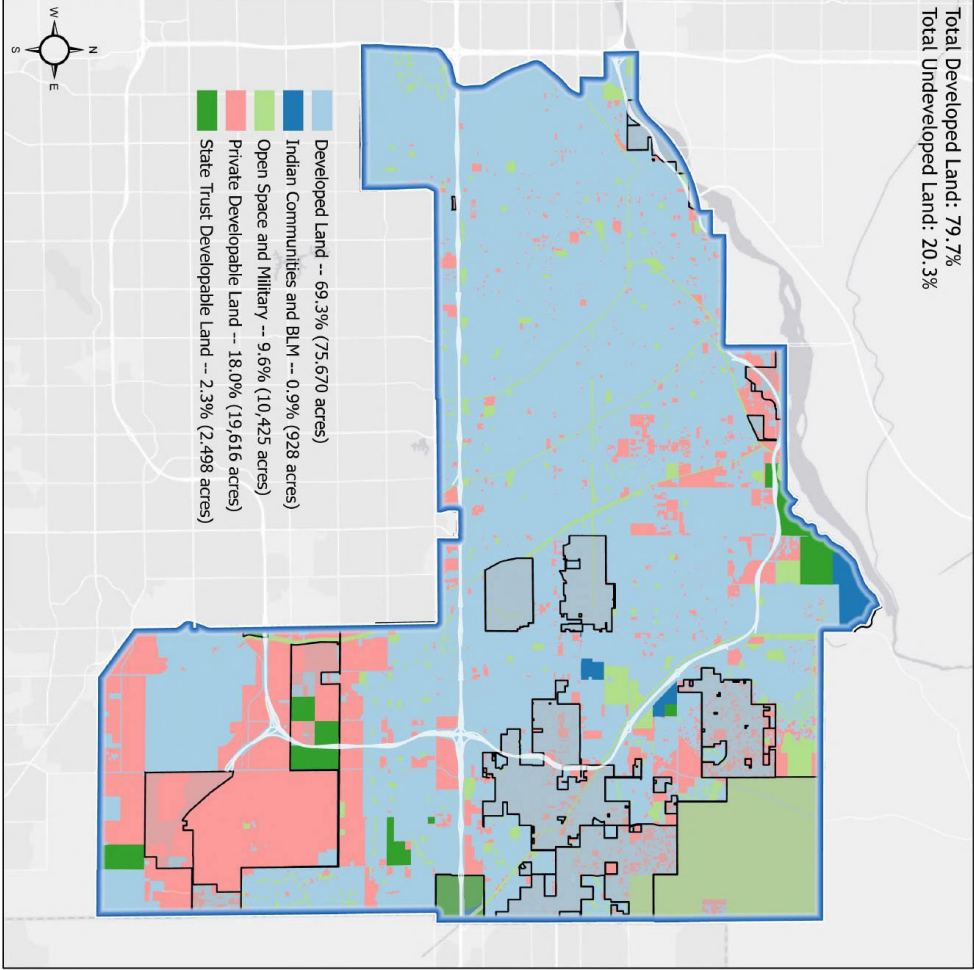


THANK YOU

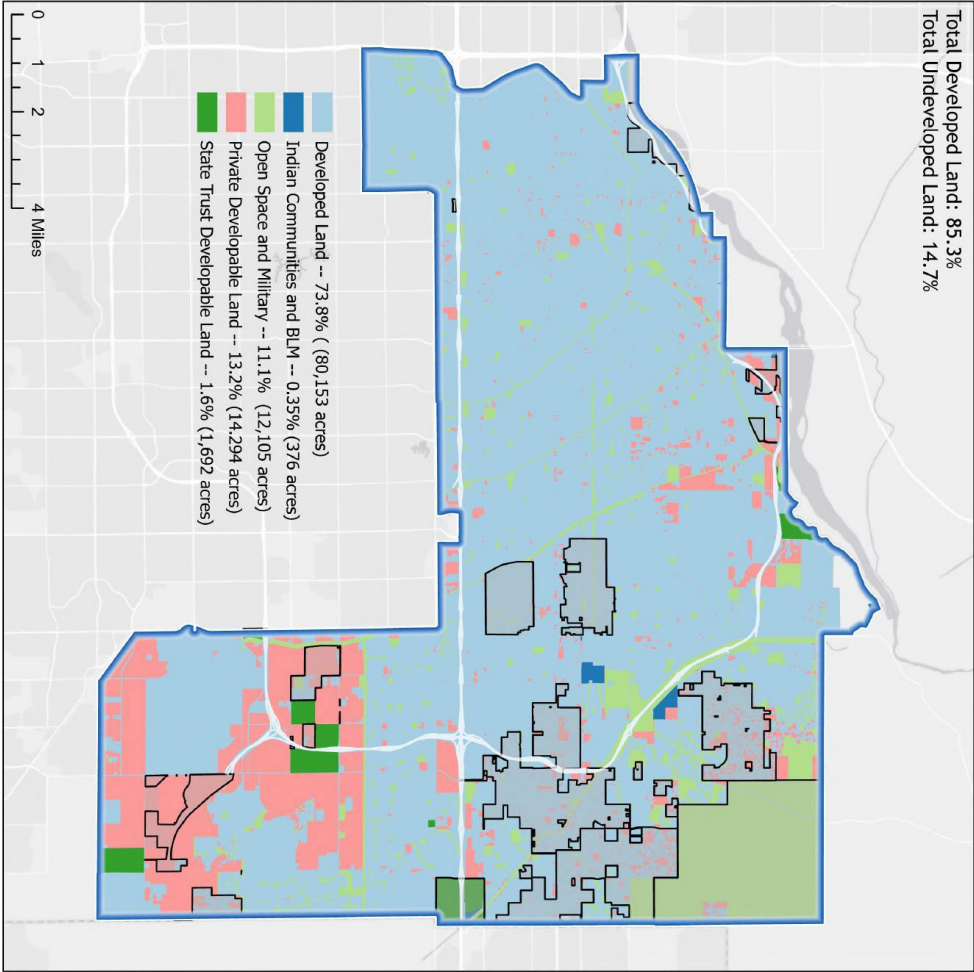


# STATUS OF LAND DEVELOPMENT IN MESA PLANNING AREA

2014

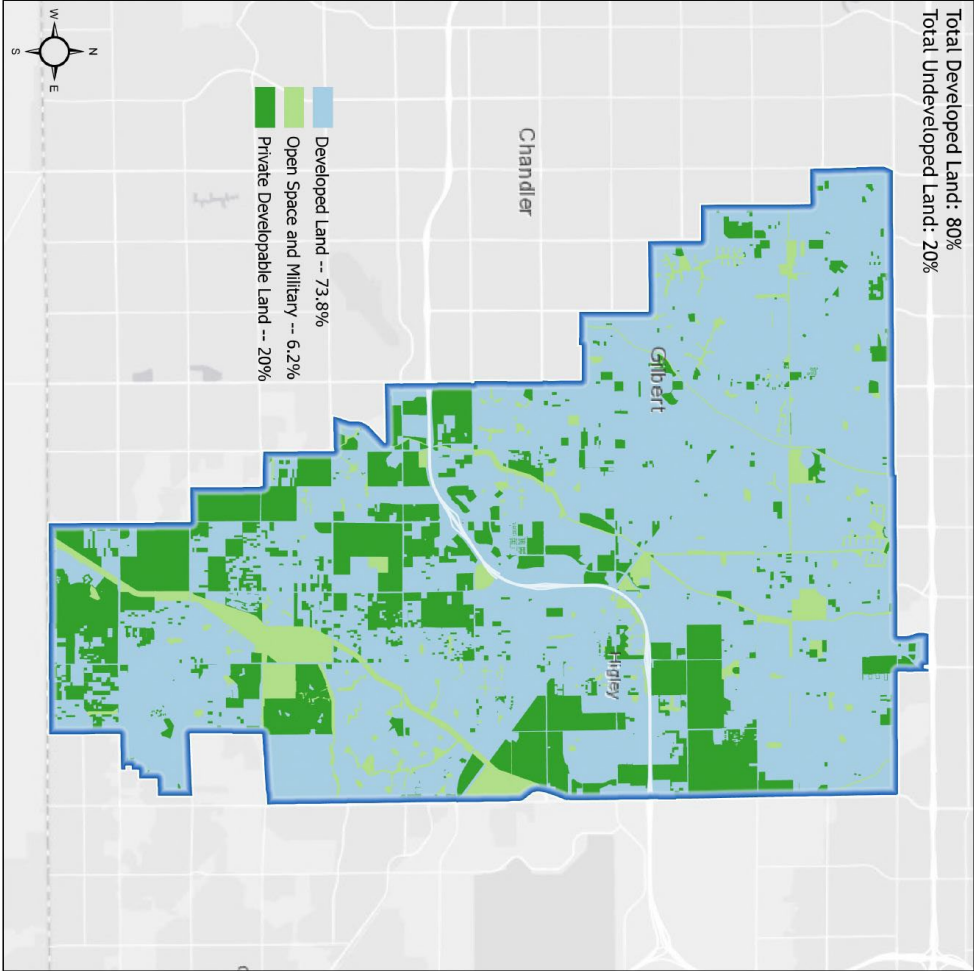


2020

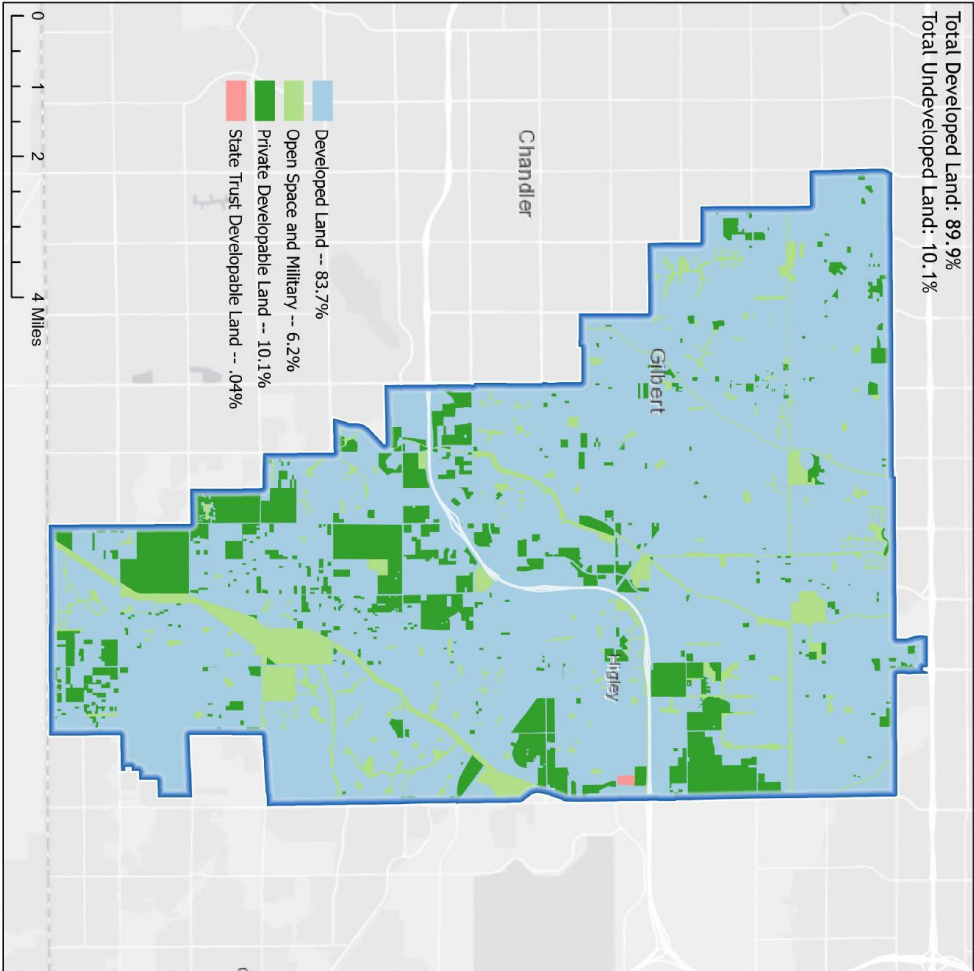


# STATUS OF LAND DEVELOPMENT IN GILBERT PLANNING AREA

2014



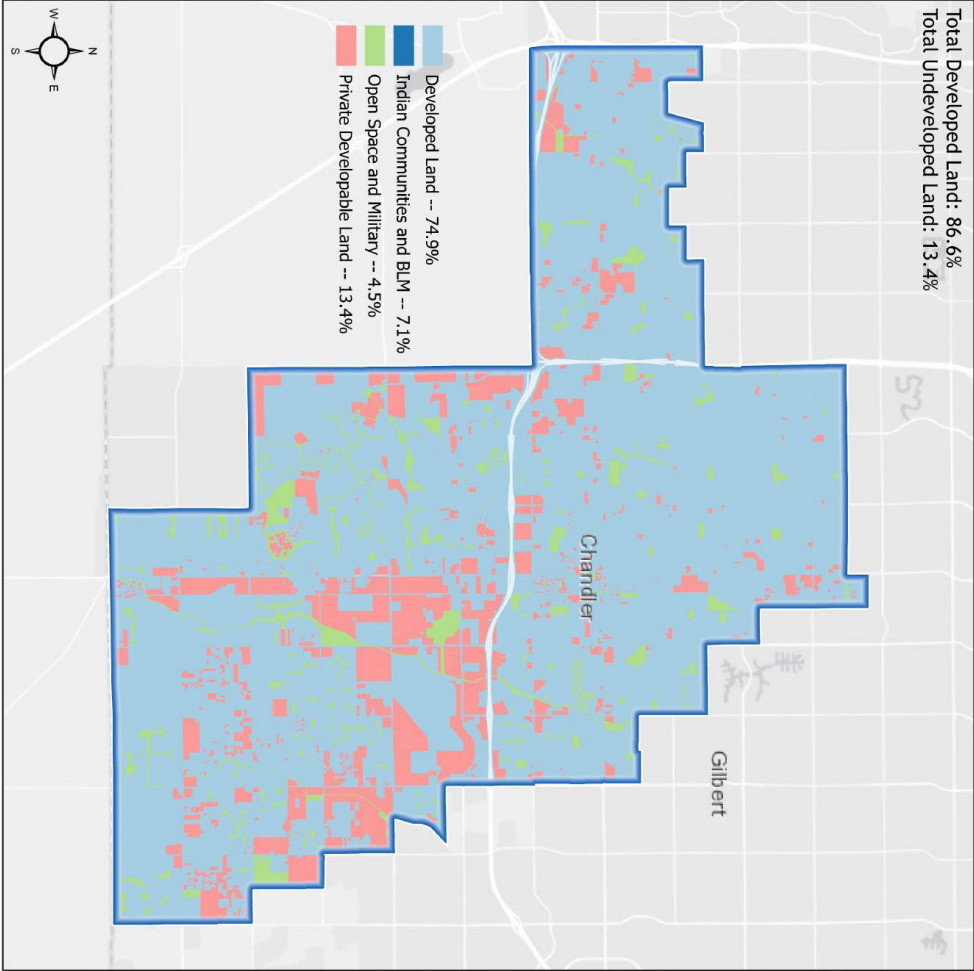
2020



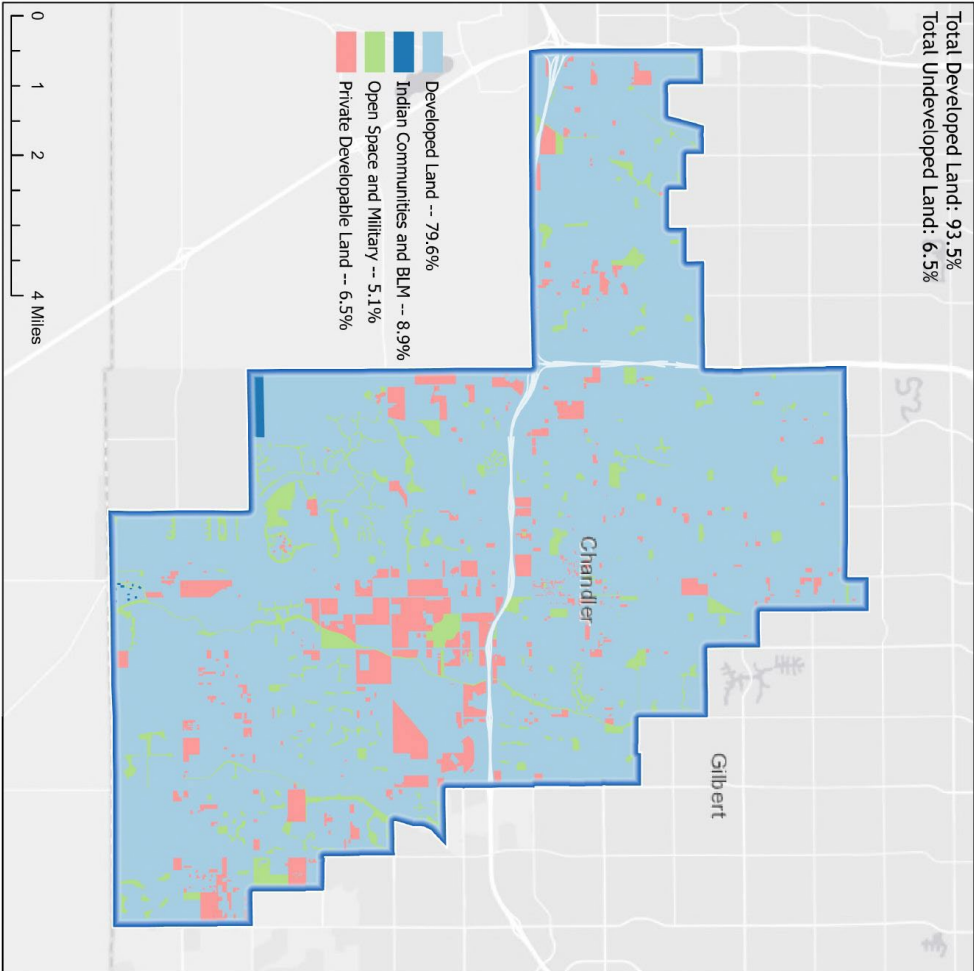


# STATUS OF LAND DEVELOPMENT IN CHANDLER PLANNING AREA

2014



2020



# City of Mesa Future Ballot Measures

January 12, 2023



mesa•az

# Arizona Constitution

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- Requires the adoption of a balanced budget. Estimated revenues and resources equal to appropriated expenditures
- Imposes an expenditure limitation for all cities and towns based on FY1979/80, adjusted for population
- Allows for local election approval of an Expenditure Limitation Alternative



# Types of Expenditure Limitation Alternatives

- Home Rule – allows the City to maintain local control of the annual budget amount and determine the necessary expenditure limitation while remaining within available revenues and resources. Effective for 4 years.
- Permanent Adjustment to Expenditure Base – allows the City to permanently adjust the expenditure base to a level other than the FY1979/80 amount. The new base is then adjusted for population and inflation in future years.



# History of Home Rule Elections

A home rule  
alternative  
was  
approved by  
voters in  
March 2000

It was renewed in  
March 2004,  
March 2008,  
November 2010,  
November 2014,  
November 2018

Renewed in  
November  
2022 and  
effective until  
June 30, 2027



# General Obligation (GO) Bond Election History

Purpose	Amount of Authorization since 2008	Last Election
Cultural	\$28.0M	2018
Parks & Recreation	\$152.7M	2018
Public Safety	\$352.0M	2022
Streets	\$290.0M	2020

# Proposition 400

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- ½ cent sales tax that funds transportation projects and transit operations
- Voter approved November 2, 2004
- Began on January 1, 2006
- Ends on December 31, 2025
- The City has received approximately \$580M to date





# City of Mesa

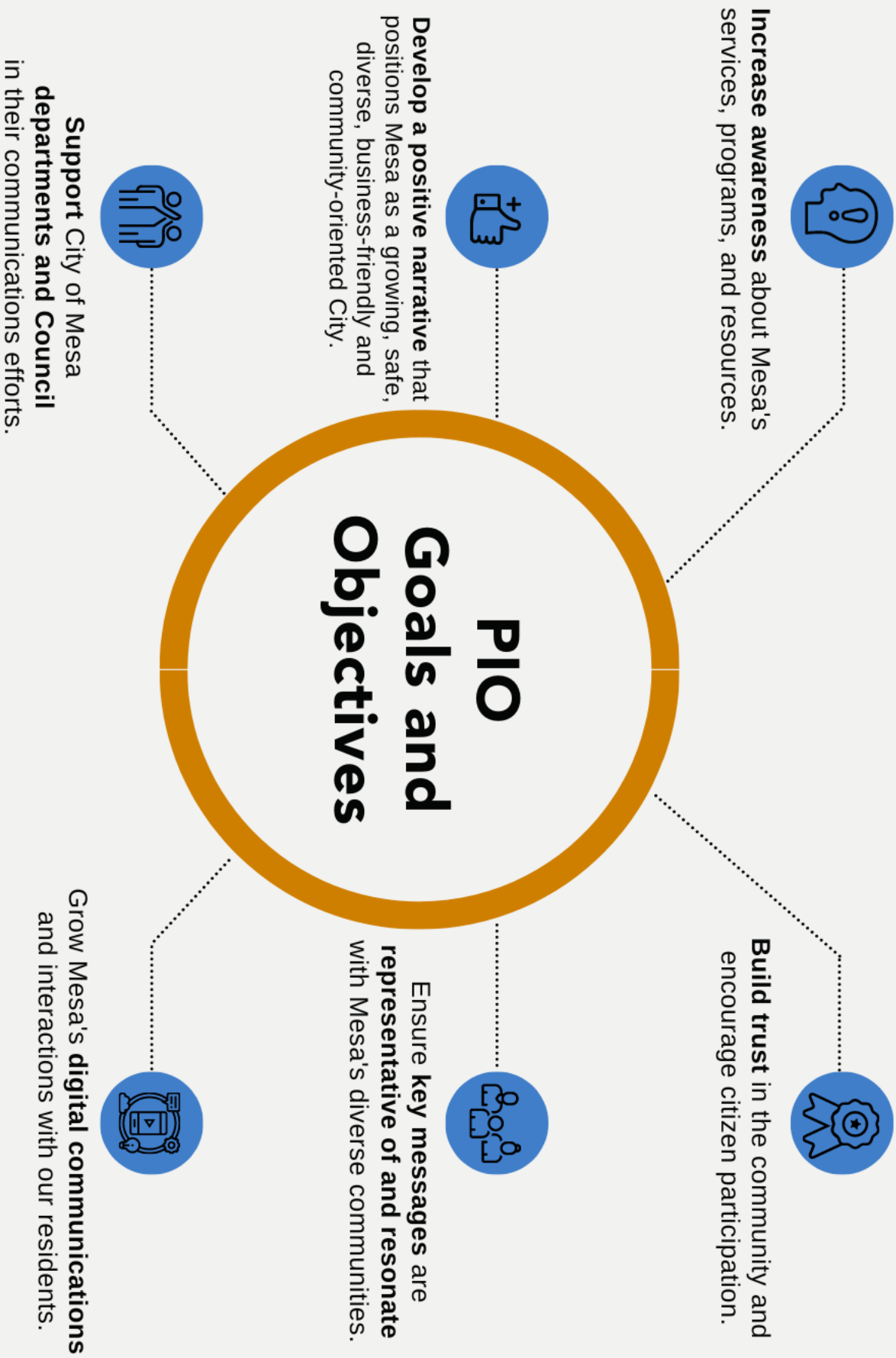
## STRATEGIC PLANNING MEETING



## INTRODUCTION

# Our Mission

Mesa's Public Information Office informs, educates and engages through creative and compelling content that promotes our policies, programs, events and Council initiatives.





STRATEGY

# Approach

01

## Storytelling

Focus on stories that matter to our residents and adapt the narrative to the audience. We will adopt a 360 approach to maximize exposure to our content.

02

## Style

The language and style should be simple, straightforward and active. The tone of all our communications should be authentic, caring, and optimistic.

03

## Diversity

Communications should reflect our diverse audiences and resonate with all our residents. We will continue to expand communications with our diverse communities.

# CONTENT CATEGORIES



**Business and Community Services**



**CAP and Sustainability**



**Delivering Infrastructure**



**Diversity/Together Mesa**



# CONTENT CATEGORIES



**Economic Development**



**Public Safety**



**Quality of Life**

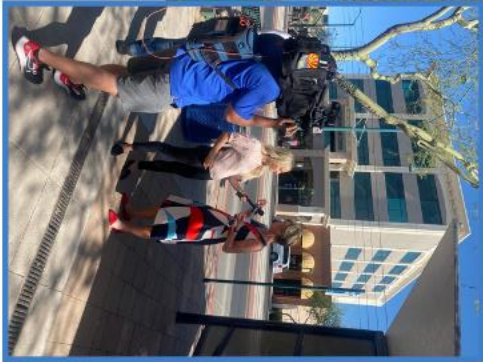


**Recruitment**

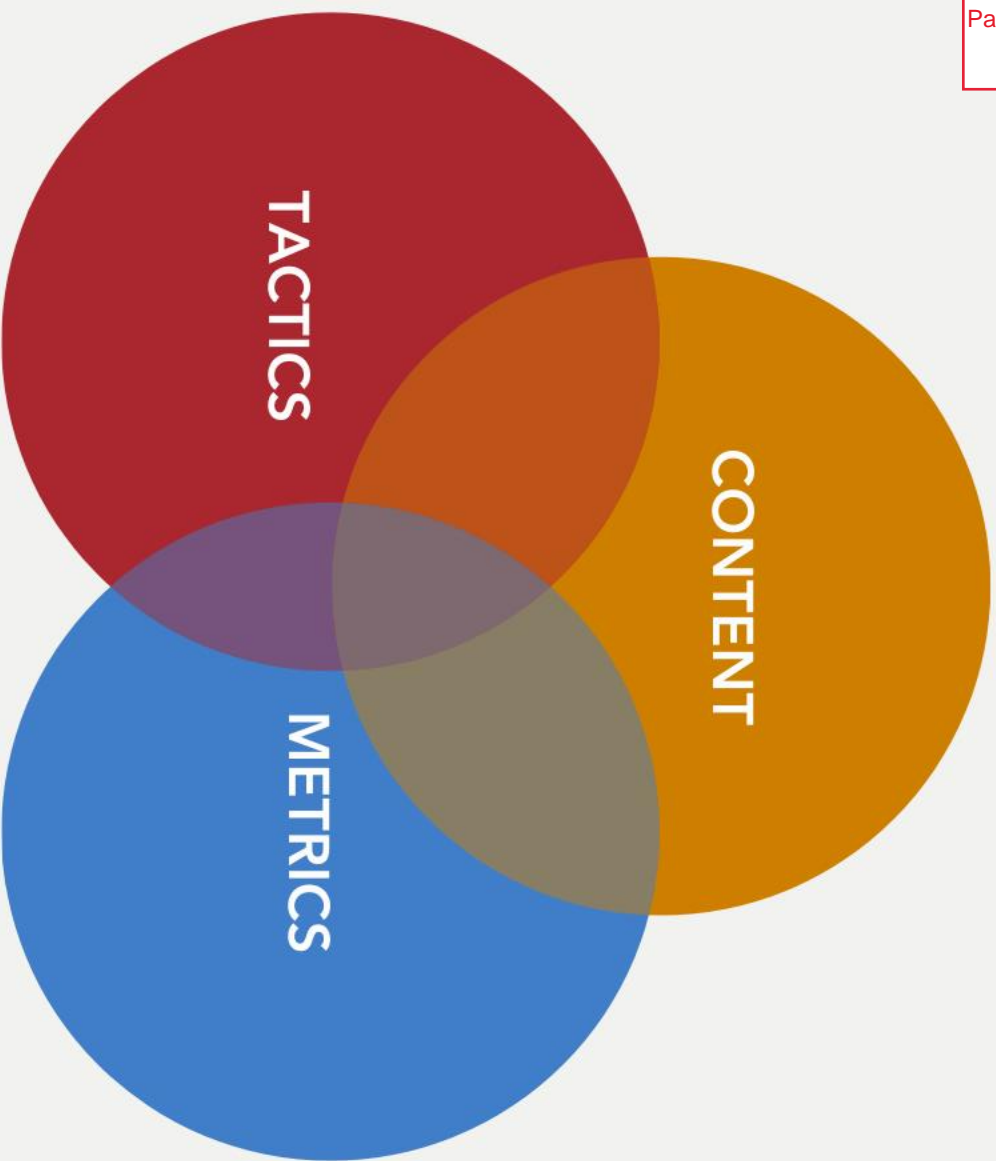
# Utilizing the News Cycle

## Hometown heroes banners unveiled in downtown Mesa

Tribute honors veterans and active service members





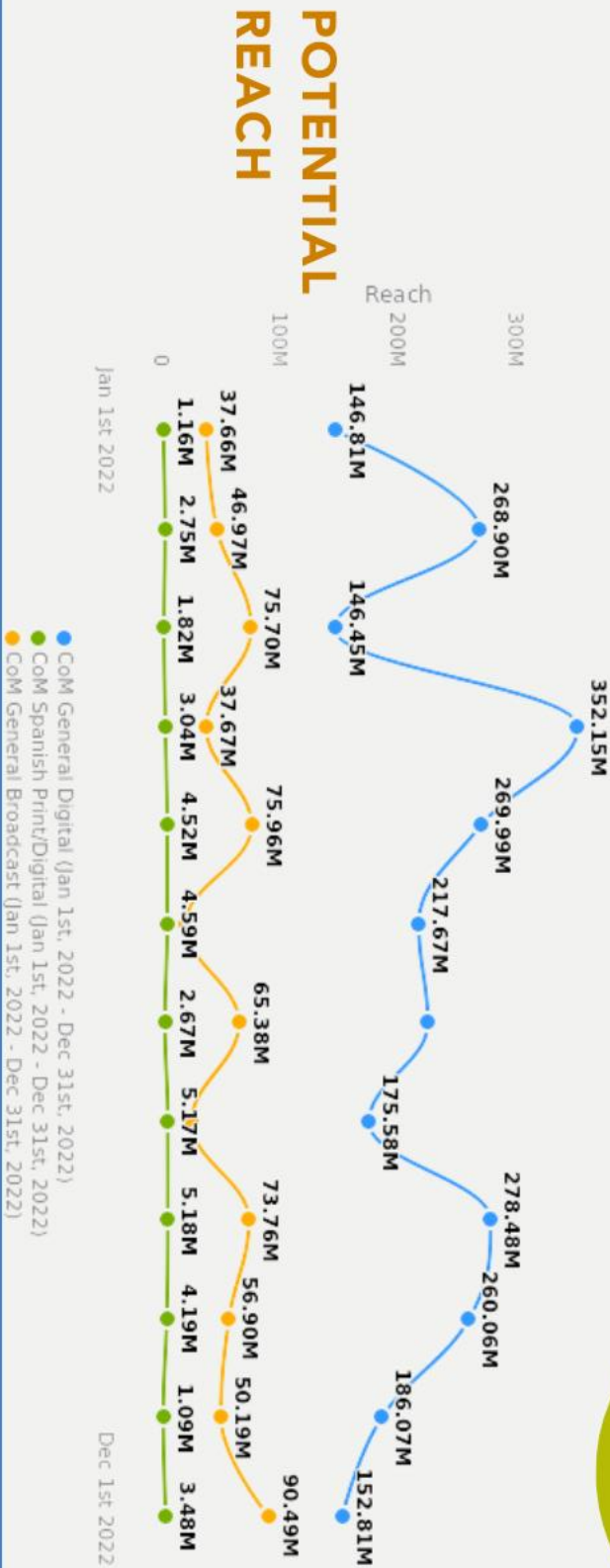
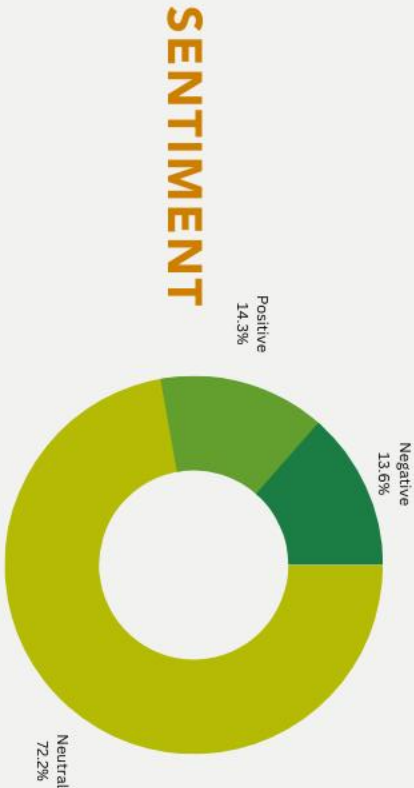


# STRATEGY Driving Engagement

METRICS

# 2022 Earned Media Insights

MEDIA EXPOSURE  
11.1k



METRICS

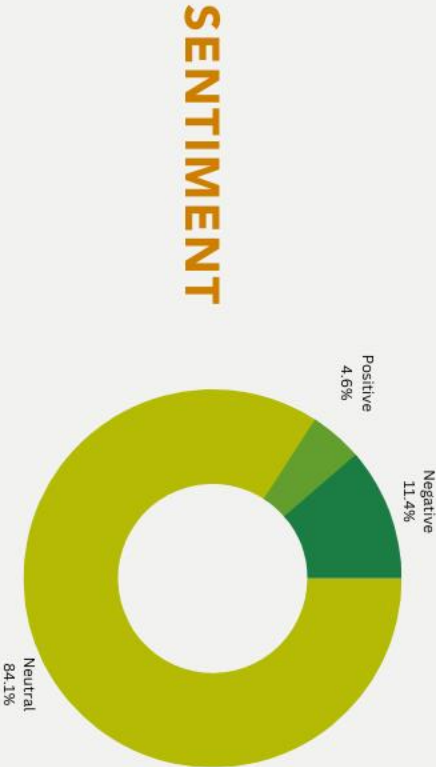
# 2022 Digital Insights



# 2022 Spanish Language Insights

MEDIA EXPOSURE

416



MESA EN ESPAÑOL  
PERFORMANCE

538,456	19,277	3,992
Impressions	Engagements	Link clicks



# REPORT OF CITY DEPARTMENTS

# Fiesta BUZZ



## Strategic Communications Campaign

- Multimedia assets development (videos and graphics)
- Social media placement (organic and paid)
- Public relations
  - Media engagement
  - Digital article placement

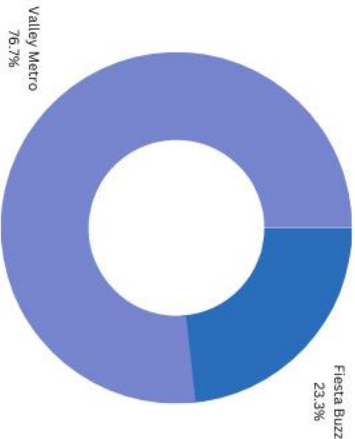
## Results



### Social Media

Organic: 11 posts  
Avg. Reach: 2,350  
Impressions: 28,737  
Clicks: 343  
  
Paid: 4 posts (\$1,833.72)  
Reach: 280,832  
Impressions: 486,671  
Clicks: 1,270

### Public Relations



Share of voice



# PIO Support of City Council



## PUBLIC RELATIONS

- News Media Liaison
- Press Releases, Media Advisories, and pitches
- Media Monitoring
- Talking Points
- Interview Support
- Social Media



## EVENTS

- Event Logistics (ROS, public notices, citywide calendar)
- Speeches and talking Points



## MULTIMEDIA

- Graphic Design
- Photography
- Videography
- Web content



## COUNCIL STRATEGIES

- Social Media (Metrics and hashtags)
- Public Relations
- Channel 11 bumpers and graphics

## STRATEGIC PRIORITIES

# Examples



## Council Strategic Initiative





# Questions or Comments?





mesa.nz



# Legal and Ethical Issues for Elected Officials

# Topics to be Covered

- Council Authority & Procedure
- Open Meeting Law
- Ethics, Conflicts of Interest, and Gifts
- Social Media
- Influencing the Outcome of Elections

# cil Authority & Procedure



**Council Authority:** Council's acts can be in a legislative, administrative, or quasi-judicial capacity depending on the issue; and the level of discretion Council has varies based on the type of action:

- **Liquor Licenses** (City license, State License - Recommendation)
- Contracts (Procurement of Materials, Title 34)
- Resolutions (e.g., IGAs, Development Agreements, Utility Contracts, Sale or Transfer of Real Property)
- **Resolutions** – Site Plan Approval & Council Use Permits (*without rezoning*)
- Ordinances – Rezoning, Changes to City Code
- **Plats**

**Ordinances:** must be introduced (just a procedural vote) and six or more days after introduction Council can vote on approval. To change an ordinance after introduction requires reintroduction and the six-day waiting period. Charter Section 211(B).



# ncil Authority & Procedure



## Procedure: A Few of the Basics

- City Manager places items on the agenda – the Mayor or 3 Councilmembers can also. M.C.C. 1-5-7.
- Mayor determines questions of parliamentary procedure and presides over the meeting. M.C.C. 1-5-8.
- Cannot abstain from a vote unless you declare a conflict. Charter Section 209(C).
- The “Call to the Public” (Items from Citizens Present): Generally, Council may not discuss/comment if unrelated to an agenda item. After all the citizens speak, you can only: ask staff to review the matter, ask for it to be put on a future agenda, or respond to criticism (e.g., personal attack on you or Council as a whole).

Use of Staff: Ethics Handbook pg. 13. Interference w/ Administration – Charter 205(C).

# n Meeting Law

Propose—to inform the public of matters to be discussed or decided.

- Public Body—applies to all “public bodies,” which includes the City Council, its subcommittees, and any advisory committee appointed by the City Council—this includes all ad hoc type committees Council creates.
- Meeting— when a Councilmember discusses with a quorum of the Councilmembers something that may reasonably come before the Council.
  - Can occur in person or through technological means.
  - No polling or relaying discussions through staff, and no serial discussions with a quorum.
  - Staff can brief Councilmembers (individually or, if not a subcommittee briefing, often times in pairs), but just cannot relay the discussions.
- Note: Quorum of Council is 4, but quorum for a Council Committee is 2.

# Open Meeting Law

## Agenda Language

- Must list the specific matters to be discussed at the meeting—must reasonably give notice to the public that this may be discussed.
  - Test for Discussion: Is it reasonably related to the item on the agenda?
  - Budget/Finance Issues vs. Other Topics
  - When agenda language is too narrow for you, talk to City Manager or City Attorney at least 24 hours before the meeting.
  - Cannot “discuss” a matter not on the agenda.
- Executive session agenda limited by statute to certain topics (e.g., personnel issues, legal advice, contract negotiations, purchase of real property). If it is only for legal advice, then the E-Session is limited to the legal advice. No voting in E-Session.

# Open Meeting Law



## Social Event Notice vs. Meeting

- Social events where a quorum of Council will be present often times are noticed by the City Clerk—the notice does not make the social event a meeting where matters that may come before Council can be discussed by a quorum.
  - State of the City – there is an exception for presenters at events like the State of the City. A.R.S. § 38-431.09(B).
  - District Forum – the A.G.’s Office did not apply this exception to a district forum event.



# Conflicts of Interest

- If you or your relative has a substantial interest in a matter, you have to “make known such interest in the official records” and not participate “in any manner as an officer or employee in such decision.” A.R.S. § 38-503(B).

- Substantial Interest (the use of “substantial” is a misnomer)

- Any non-speculative pecuniary (financial) or proprietary (ownership) interest, either direct or indirect, other than a remote interest

- Remote Interest—defined by statute A.R.S. § 38-502(10); the most common are:

- Non-salaried officer of a nonprofit corporation
- Recipient of public services generally available (e.g., utilities, roads)
- Insignificant Stock Ownership & Mutual Fund Exception
- Relative – is an employee, 25+ size org, “does not assert control or decision-making authority over the entity’s management or budget decisions.”

# Conflicts of Interest



- Not a Legal Conflict: a general feeling of sympathy or bias does not create a legal conflict of interest, but you may want to avoid the appearance of a conflict (e.g., voting on matter involving a best friend).
- Relatives – Conflict applies the same whether it is you or your relative that has the substantial interest. Relative = your spouse, child, child's child, parent, grandparent, brother or sister (whole or half) and their spouses and the parent, brother, sister or child of a spouse.
- What to do if you or a relative has a substantial interest in an issue before the Council:
  - Do not participate in discussion or action on the issue.
  - Briefly explain on the record that you are conflicting off (conflict vs. conflicting off to avoid the appearance of a conflict).
  - Complete a Public Officer Disclosure Form available in the City Clerk's Office.

# L and Conflicts—Enforcement and Penalties



Penalties for Violations of OML or Conflict Laws are generally similar:

- AG's Office has a team devoted to investigating Open Meeting Law complaints and citizens can file a suit for a violation.
- Civil Penalties & Criminal Penalties – both OML and Conflict Law violations have civil penalty provisions and criminal provisions.
  - Penalty may be assessed against the member (i.e., City cannot pay).
  - Court may award reasonable attorney's fees against member.
  - Public body is not permitted to expend funds for legal services to defend action, with exception for expenditures made under separate legal authority and approval of Council at a public meeting.
- Can be removed from office for violation of conflicts laws or intentional violation of OML

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## Step Analysis

### 1. Does it violate state law?

- Entertainment Ban:
  - No sporting or cultural event tickets/admissions from a person who is paid to influence or lobby legislation (more broadly worded than lobbyist) if there is a matter pending or proposed. A.R.S. § 41-1232.08(B).
- 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. A.R.S. § 38-505(A).
  - May not use your official position to secure “any valuable thing or valuable benefit” if the thing or benefit is “of such character as to manifest a substantial and improper influence” on your official duties. A.R.S. § 38-504(C).



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Are there ethical issues with accepting the gift?

- Seek to avoid the appearance of impropriety
- Consider if there is a matter pending or proposed -- you can ask Planning Department and City Manager's Office.
- Factors you may want to consider:
  - How are my decisions likely to be perceived by others?
  - Is the gift from someone with business before the City? (timing)
  - What is the value of the gift? (nominal versus more than nominal)
  - Is the gift for all versus an individual? Can it be shared? (e.g., holiday gift to share with office vs. individual gift/benefit before decision, or banquet for many vs. individual dinner with developer) What if an employee took the gift . . . ?
- Sources of guidance:
  - Ethics Handbook for Elected Officials – updates coming
  - Management Policy 354 (Ethics) & Ethical Guidelines & Scenarios – updates coming

its

Do I need to disclose the gift?

- If the gift is an athletic or entertainment ticket/activity or if the gift exceeds \$50 and gift was given by someone that has business before the City or that may come before the City, need to disclose.
- Must file a Disclosure Statement with City Clerk within two business days of accepting the gift or getting back in town when traveling.
- Notes of Caution:
  - If it is unlawful to accept a particular gift (see Step 1), disclosure of the gift does not make it lawful.
  - *The Ethics Handbook for Elected Officials is out of date regarding acceptance of tickets/entertainment gifts because it was adopted before the passage of A.R.S. § 41-1232.08.*

# al Media

## Official Social Media Page of a Government Official = Public Forum or Limited Public Forum under First Amendment

- Even personal pages can be deemed to be governmental if official uses them to conduct official business
- Important to keep your personal/campaign and official profiles separate, and keep the official business on only the official profile
- Why does it matter if the page is a Public Forum or Limited Public Forum?
  - First Amendment places limits on how a government may regulate speech in a public forum
  - No viewpoint discrimination—cannot ban someone for saying something critical of the government
  - Reasonable Time, Place, and Manner Restrictions = OK
    - Can prohibit threats, inappropriate language, posting of confidential information
    - Posting the rules of acceptable conduct on the page – upcoming, working with PIO
  - Can create a “limited public forum” by posting clear requirements about the topics that will be discussed (e.g. a City Parks page that only allows posts relating to the City’s parks)
  - Can make the interaction one-way (e.g. you can post but all comments are banned)

# encing the Outcome of Elections



- State law prohibits spending or using City “resources. . . for the purpose of influencing . . . the outcomes of elections.” A.R.S. § 9-500.14.
  - Resources is broadly defined to include using a City computer, City staff time, using any City equipment, City meetings/events, City buildings, etc.
  - Prohibition is broad—applies to all levels and types of elections (candidate and ballot measure, local, state, federal elections)
  - Don’t present information that has the effect of supporting or opposing a candidate or ballot measure—ask staff for bond/election facts
- Take particular care during election years. For example, in the six months preceding an election, avoid using City resources for non-routine communications that highlight your accomplishments or sponsoring community events. (This is an Ethics Handbook update topic that will be coming to Council.)
- It is OK to use your personal resources on your personal time for election-related activities.





# **Innovation and Inclusion are the Mesa Way.**

We deliver innovative services and inclusive solutions for our residents, visitors, and businesses large and small through six Strategic Priorities.



# Community Safety

Mesa builds equitable communities that are safe, healthy and welcoming for all of Mesa's diverse neighborhoods.



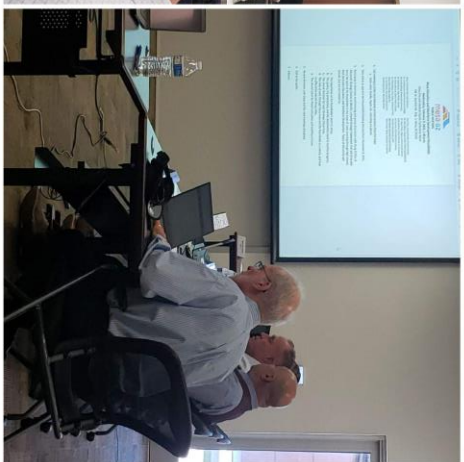
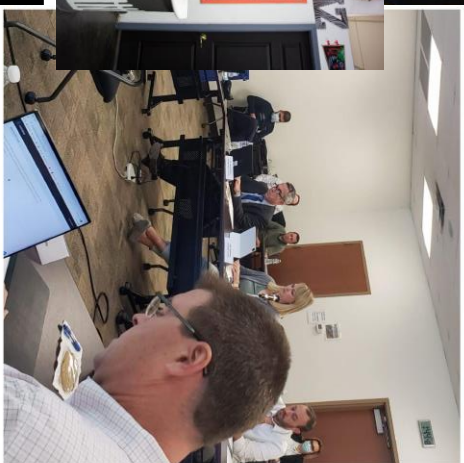
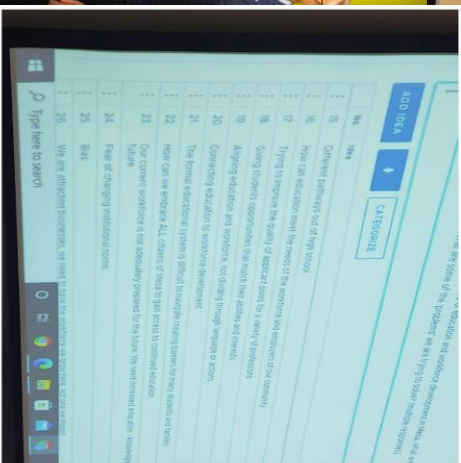




# Skilled and Talented Workforce

Mesa's small and large business grow and create quality jobs by leveraging business and P-20 education partnerships, supporting a strong education continuum, and through a robust job skills training for Mesa's diverse population.







# Placemaking

We cultivate unique spaces throughout Mesa that are culturally vibrant, safe, blight-free, and that are served equitably by quality infrastructure to attract and benefit residents, business, and visitors.







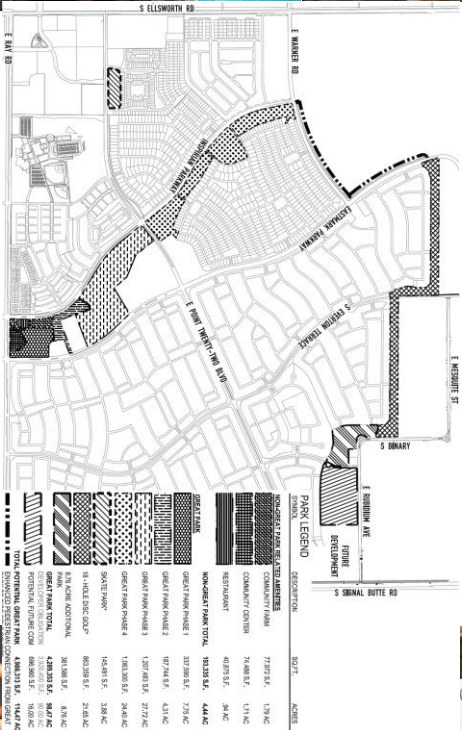
# Transforming Neighborhoods

Mesa's neighborhoods are well connected socially, have equal access to health and technology solutions, are clean, safe, diverse and inclusive, and economically vibrant places where residents and businesses are engaged and informed, are welcoming, and where all take pride in their properties and community.





Transforming  
Neighborhoods

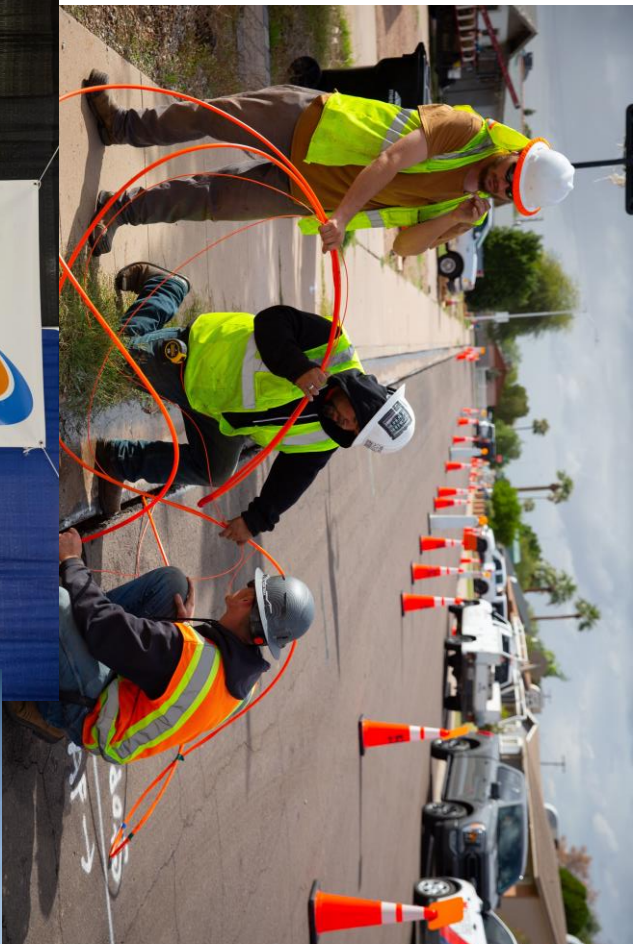
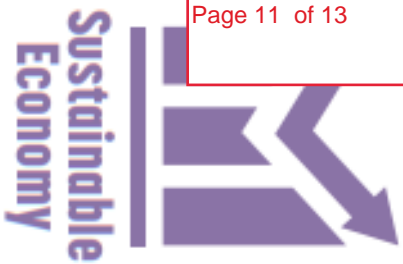




# Sustainable Economy

Mesa will establish an inclusive path of continued economic growth and increased prosperity for all Mesa residents, including those living in poverty or within low-moderate income households.







# Healthy Environment

We proactively and responsibly protect and conserve Mesa's environment and natural resources to reduce urban heat, carbon, and waste for a healthy community for all.



