



City of Mesa-

Using Behavioral Insights to Build a Nudge Community of Practice

- Jolene Pomeroy and Joe Zhao





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About Mesa, AZ

- Located in Phoenix Metro Area with a population of over 504,000
- 4,683 total city employees
- The 37th largest city in the U.S. and the 3rd largest in Arizona
- Larger than Miami, Minneapolis, Atlanta and St. Louis,



Mesa Nudge Team Community of Practice

- Break the silos of departments and divisions by working together in a cross-departmental and cross-functional team.
- Connect resources of city departments and build partnerships and relationships among team members.
- Create internal growth opportunities for employees to develop skills and exposure to all areas of the city.
- Contribute to a healthy and cohesive organization that benefits both city employees and those who work/live/play in the City of Mesa.





Founding of the Mesa Nudge Team

- Established in Fall 2020 by attracting city employees who had received Performance Excellence Certification and took Nudge course.
- Grow from 14 to 25 team members that represent every public service department, like Police, Fire, Park, Library, Mesa Art Center and key internal service departments, such as OMB, HR, IT.
- Deputy City Manager, OMB director and Performance Administrator are the Executive Champions of the City Nudge Team,
- Partner with Behavioral Insights Team – New York
- Work on Citywide high impact projects



City Nudge Team Operations

- Led by Joe Zhao, Senior Performance Advisor
- Monthly Case Study training with BIT-NY
- Create *Team Charter*. Develop *Annual Work Plan* to identify *nudge initiatives* at the beginning of the year
- Form nudge project teams based on the interest from team members and project needs
- Nudge Project Lead work closely with the project lead in the department for each project
- Guidance and advice provided by the advisor of BIT-NY



Nudge Projects and Outcomes



1. Code Enforcement

The Aim:

- Project conducted in 2020-21 to increase the rate of voluntary compliance for code violations
- By increasing voluntary compliance, the city is helping residents avoid unnecessary fines and reduce blight.
- City partners with BIT to implement this project





Notice of Ordinance Violation

COD19-06499

WINN GARRELL E/GLENDA S
1446 N 500 E
PLEASANT GROVES, UT 84062

Address: 47 N FRASER DR, MESA, AZ 85203

Parcel Number: 13822062

Date of Notice: 9/11/2019

Case Number: COD19-06499

THIS IS THE ONLY NOTICE THAT WILL BE SENT

This letter serves as legal notice of violation(s) of the Mesa City Code listed below.

If the violation(s) are not corrected or arrangements made with the Code Compliance Officer by September 25, 2019, civil citation(s) could be issued that result in civil fines and fees.

Please contact Frank Hoglund at 480-644-5742 Frank.Hoglund@MesaAZ.gov if you have any questions or wish to make arrangements for the correction of the violations. Por favor de contactar al Oficial de Código al (480) 644-4273 con preguntas.

Violation Code: 8-6-3(A)

Date of Violation: 09/10/2019

Corrective Action The blue passenger car in the driveway (AZ registration BXA5027) must be made operable and / or registered to remain on the property or it must be removed from the property.

Ordinance Summary The responsible party of any property shall not cause or allow any abandoned, inoperable or unregistered vehicle, or any parts of a vehicle thereof, to be parked or stored outside or under a carport or other roof area not enclosed by walls, doors or windows of any building on any lot for longer than 10 days. When an unregistered vehicle is operable and visible from the right-of-way, it shall be placed under a carport or other roof area of any building.

35 North Center Street, P.O. Box 1046, Mesa, Arizona 85211-1446 www.mesaaz.gov Se Habla Español
Office Hours: 9:00am to 5:00pm

Notice of Ordinance Violation



Failure to act by February 06,
2020 may result in over
\$460.00 in fines per violation.

Johnson Emmet P
2505 N WINTHROP
MESA, AZ 85213

Location of violation: 2505 N WINTHROP, MESA, AZ
85213

Date of Notice: January 22, 2020

Your case number: COD19-00415

Dear Johnson Emmet P,

I inspected your property on January 22, 2020. I noticed that some aspects do not comply with the Mesa City code. We count on residents to do their part to keep our community clean and safe. You can help improve your neighborhood by taking the action(s) listed below.

Action Required by February 06, 2020	Please remove the overgrown vegetation throughout your front yard landscaping.
Action Required by February 06, 2020	Please have the Subaru currently registered with the MVD, or have it removed from the front property. The current plate expired in 2018.
Action Required by February 06, 2020	Vehicles parked immediately adjacent to your driveway must be on the dustproof surface with a permanent border.

If these violations are not corrected, or alternate arrangements made with me by February 06, 2020, you may be issued a civil citation. I hope you act before the deadline to avoid paying a \$460.00 fine per violation.

If you have any questions, or want to make arrangements, please contact me today at 480-644-3028 or kristin.tinsdale@mesaaz.gov.

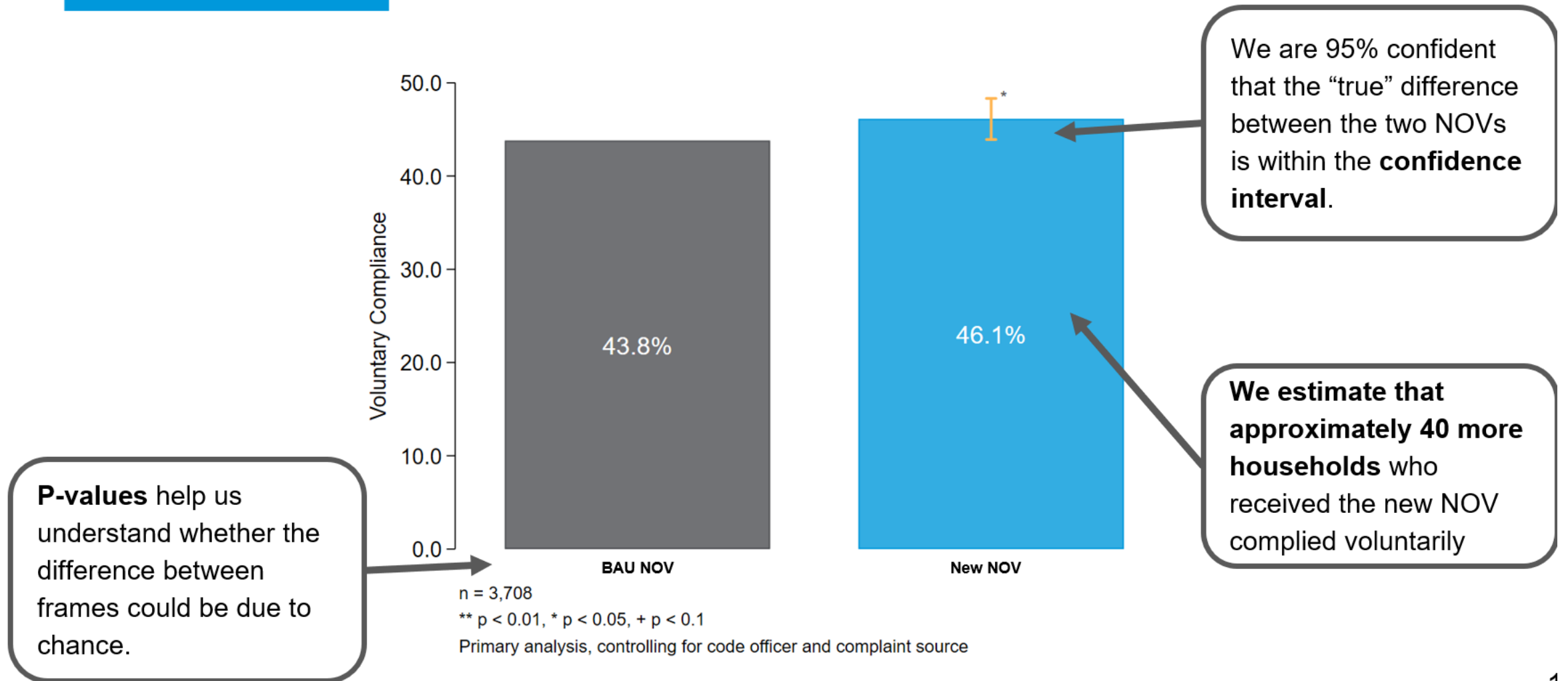
Usted ha recibido una notificación de violación de ordenanzas municipales. No actuar le puede costar hasta \$460.00 por violación. Si tiene dudas sobre el contenido de esta carta por favor comuníquese con Kristin Tinsdale, Oficial de Código, al número o correo listados arriba.

35 North Center Street, P.O. Box 1046, Mesa, Arizona 85211-1446 www.mesaaz.gov Se Habla Español
Office Hours: 9:00am to 5:00pm

Business-as-usual NOV

Redesigned NOV

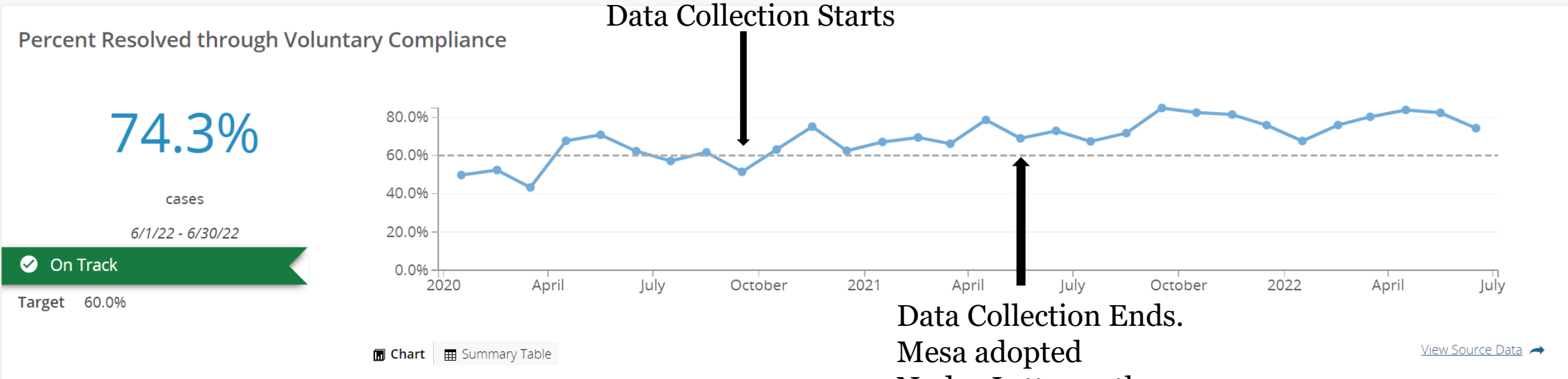
The Outcome



Code Case Voluntary Compliance

Percent of code cases resolved through voluntary compliance. Compliance = responsible party abating the violation prior issuance of a citation. Voluntary Compliance is when the violator makes the corrective action necessary to close out the case. This applies to COD, COR and some COB cases(building without a permit).

Summary Detailed Metadata



Methods and Analysis

Methods

Rate of # voluntary compliance / # total count by case status data.

Analysis

About This Measure

Reporting Period

Every Month

Calculation Type

2. Voter Registration

The Aim:

- Increase voter registration among minority groups
- Insert the flyer in water bill
- Both were also printed with English on one side and Spanish on the reverse. One uses more formal language, the other uses informal language.



Dear Resident,

The City of Mesa is trying to make sure all citizens get the chance to vote so we're sending out this courtesy reminder. The whole State will be voting in 2018 to choose our candidates for Arizona Governor, US Senators, US Representatives, and our local elected officials.

THE ELIGIBILITY REQUIREMENTS FOR REGISTERING ARE:

1. You are a citizen of the United States
2. You have been an Arizona resident for at least 29 days prior to the election you wish to vote in (the Primary is on August 28, 2018 and the General is on November 6, 2018)
3. You are 18 years or older on or before the date of the election you wish to vote in
4. You have not been convicted of a felony or treason, unless your civil rights have been restored

TO REGISTER, GO TO:

<https://recorder.maricopa.gov/elections/registrationform.aspx>

Or call: **602-506-1511**, or for the hearing impaired call **602-506-2348**, and request your registration form.

Sincerely,
The City of Mesa



Estimado Residente,

La Ciudad de Mesa está intentando asegurar que todos los ciudadanos tengan la oportunidad votar, así que estamos mandando este cordial recordatorio. En el 2018, todo el estado va a votar entre nuestros candidatos para elegir al Gobernador de Arizona, Senadores de los EE.UU., Diputados para la cámara de Representantes, y nuestros oficiales elegidos locales.

LOS REQUISITOS DE ELEGIBILIDAD PARA REGISTRARSE SON:

1. Ser un ciudadano de los Estados Unidos.
2. Que haya sido residente de Arizona por lo menos 29 días antes de la elección en donde quiere votar (la Primaria será el 28 de Agosto del 2018 y la General el 6 de Noviembre 2018)
3. Tener 18 años o mas en o antes el día de las elecciones en que desea votar
4. No haber estado declarado culpable de un delito o traición, a menos que sus derechos civiles hayan sido restablecidos.

PARA REGISTRARSE, VAYA A:

<https://recorder.maricopa.gov/elections/registrationform.aspx>

O llame: **602-605-1511**, o para las personas con discapacidad auditiva llame a **602-506-2348**, y pida su forma de registro.

Sinceramente,
La Ciudad de Mesa




Dear fellow Arizonan!

We've got an election coming up in Mesa! The whole State will be voting in 2018 to choose our candidates for Arizona Governor, US Senators, US Representatives, and our local elected officials!

REGISTER TO VOTE TODAY IF YOU'RE NOT ALREADY!!

Join your fellow Arizonans and register by visiting this website:
<https://recorder.maricopa.gov/elections/registrationform.aspx>

We want to make sure all Mesa residents get the chance to vote so we're sending you this courtesy reminder :)




Hola compañero arizonenses!

Tenemos una elección que viene a Mesa! En el 2018, todo el estado va a votar entre nuestros candidatos para elegir al Gobernador de Arizona, Senadores de los EE.UU., Diputados para la cámara de Representantes, y nuestros oficiales elegidos locales.

¡REGÍSTRATE HOY PARA VOTAR SI NO LO ESTÁS YA!!

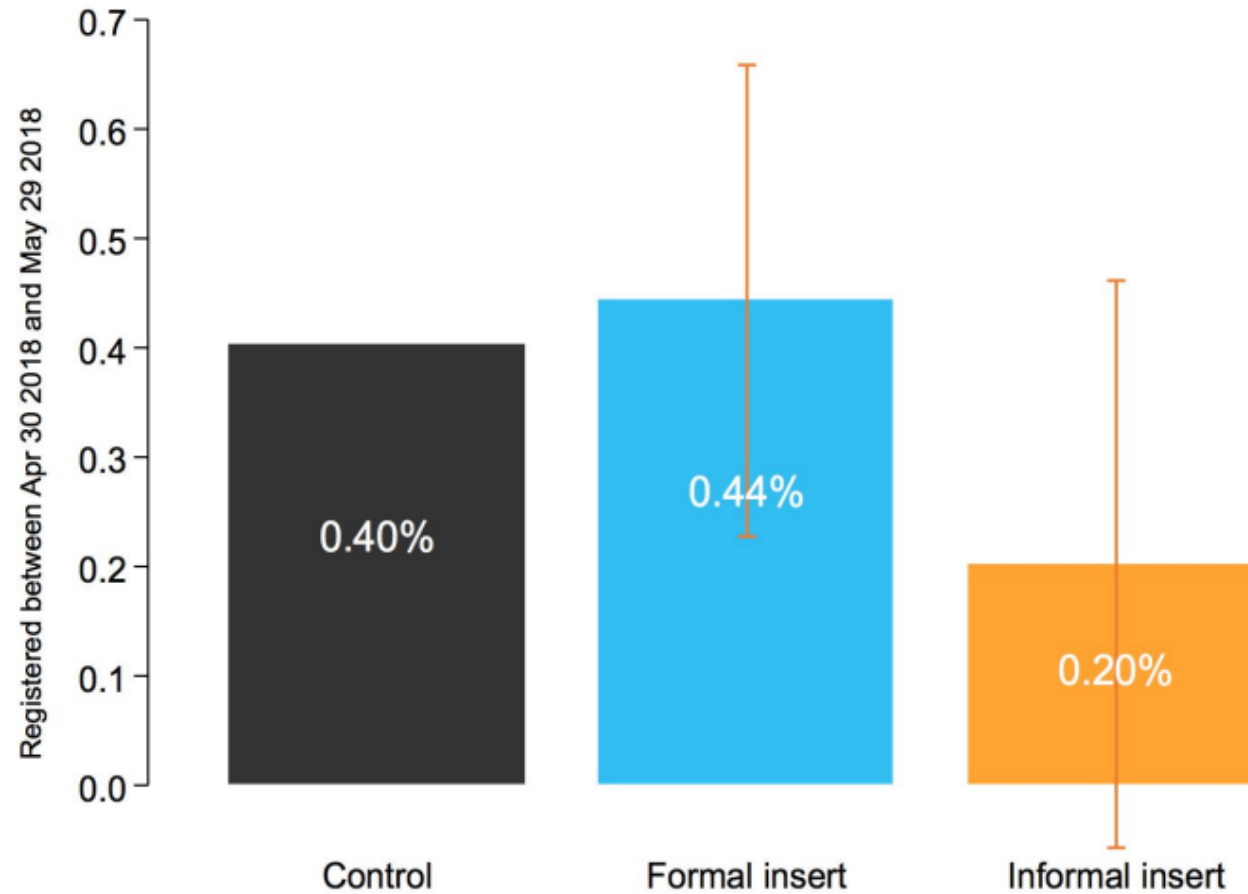
Une a tus compañeros de Arizona y regístrate visitando este sitio web:
<https://recorder.maricopa.gov/elections/registrationform.aspx>

Queremos asegurarnos que todos los residentes de Mesa tengan la oportunidad de votar, así que estamos mandándote este cordial recordatorio :)



The Outcome

Figure 2: Effect of the inserts on registration (all groups)



N=87,493

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$, + $p < 0.1$

Lesson Learned – Why Nudge is Not Working as Expected

- People expect government letter is formal
- This finding counters the conventional logic that when government communications use dry language and are visually unappealing, they cause residents to disengage.
- Citizens may perceive the informal letter from the government as illegitimate



3. Library Card Renewal

The Aim:

- Project conducted in 2021 to increase city library card renewals after library reopened after COVID-19.
- Developed the Modified Email (nudge) and Control Email and sent to Mesa residents via Govdelivery.
- City library partnered the Mesa Nudge Team to implement this pilot project



Control Email

SUBJECT: Time to renew your library card (It only takes 2 minutes!)

Hello _____

Thank you for being a Mesa Public Library card holder. It's time to renew your library card. You can now easily [renew online](#)!

Your library card allows you to check out [new arrival books and movies](#), kids' favorite [picture books](#) and [chapter books](#), and so much more — you can even check out [seeds for your garden](#) and [cake pans](#)!

You also have access all our [e-resources](#) and [downloadables](#) from home. Learn new skills with [LinkedIn Learning](#), download eBooks and audiobooks from [CloudLibrary](#), enjoy always-available magazines from [Overdrive](#), and more.

If you need a replacement card, please visit us during open hours. Our [libraries are open](#) with full service from Mon-Thurs, 10am-8pm and Fri-Sat, 10am-5pm.

[Renew your card now](#)

Modified Email

SUBJECT: Time to renew your library card (It only takes 2 minutes!)

Hello _____

According to our records, your library card has expired. You can now easily [renew online](#)!

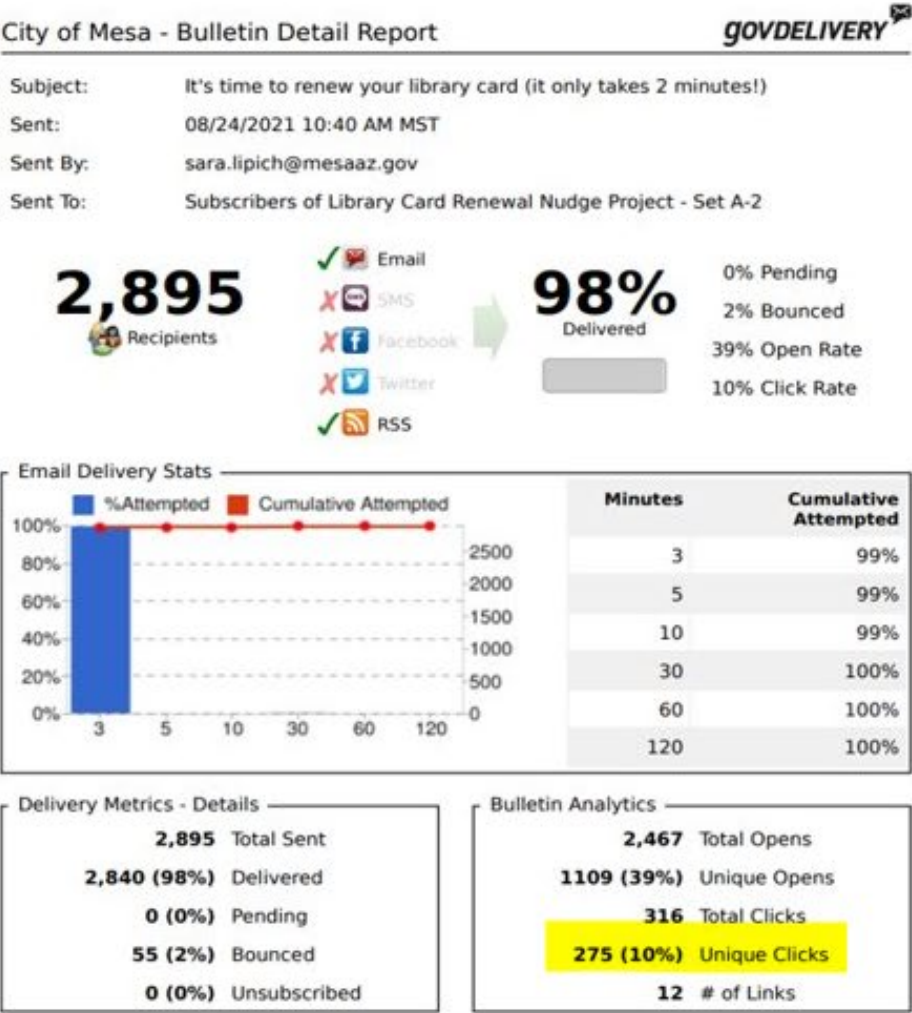
Join over 85,000 other Mesa Public Library card holders! As long as you live, work, attend school, or own property in Maricopa County, your library card and library card renewal are **FREE**. Submit the online application, we'll update your account, and your card number will not change. Renew by **August 31st** for a chance to win exclusive Library SWAG.

Make sure to keep your access to hundreds of thousands of books, eBooks, audio books, magazines, plus countless online resources provided by Mesa Public Library. Your library card allows you to check out up to **70** items including the hottest new arrival books and movies, favorite kids' books, and so much more — you can even check out [seeds for your garden](#) and [cake pans](#)!

If you need a replacement card, please visit us during open hours. Our [libraries are open](#) with full service from Mon-Thurs, 10am-8pm and Fri-Sat, 10am-5pm.

[Renew your card now](#)

The Outcome – Control Email



The Outcome – Nudge Email

City of Mesa - Bulletin Detail Report



Subject: It's time to renew your library card (it only takes 2 minutes!)

Sent: 08/24/2021 10:41 AM MST

Sent By: sara.lipich@mesaaz.gov

Sent To: Subscribers of Library Card Renewal Nudge Project - Set B-2

2,943

Recipients

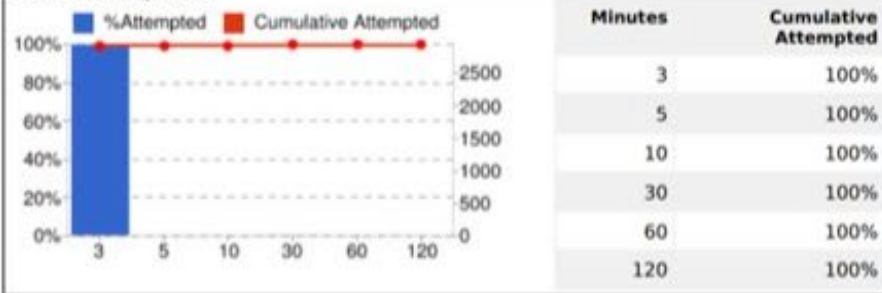


98%

Delivered

0% Pending
2% Bounced
38% Open Rate
18% Click Rate

Email Delivery Stats



Delivery Metrics - Details

2,943 Total Sent

2,888 (98%) Delivered

0 (0%) Pending

55 (2%) Bounced

0 (0%) Unsubscribed

Bulletin Analytics

2,459 Total Opens

1109 (38%) Unique Opens

609 Total Clicks

513 (18%) Unique Clicks

16 # of Links

Delivery and performance

These figures represent all data since the bulletin was first sent to present time.

	Progress	% Delivered	Recipients	# Delivered	Opened Unique	Bounced/Failed	Unsubscribes
Email Bulletin	Delivered	98.1%	2,943	2,888	1109 / 38.4%	55	0
Digest	n/a	n/a	0	0	0 / 0.0%	0	0
SMS Message	Delivered	0.0%	0	0	n/a	0	n/a

Link URL

Link URL	Unique Clicks	Total Clicks
https://www.mesalibrary.org/my-account/renew-my-library-c...	493	586
https://public.govdelivery.com/accounts/AZMESA/subscriber/...	7	7
https://www.mesalibrary.org/about/hours-and-locations?utm_...	3	3
https://www.mesalibrary.org/find/stuffbrary/seed-library?utm...	3	3
https://www.instagram.com/mesalibrary/?utm_medium=ema...	1	2
https://subscriberhelp.govdelivery.com/	2	2
https://www.facebook.com/mesalibrary?utm_medium=email...	1	2
https://twitter.com/mesalibrary?utm_medium=email&utm_so...	1	2
https://www.mesalibrary.org/find/stuffbrary?utm_medium=e...	1	1
https://www.mesalibrary.org?utm_medium=email&utm_sour...	1	1
https://subscriberhelp.granicus.com/?utm_medium=email&u...	0	0
https://www.mesaaz.gov/?utm_medium=email&utm_source...	0	0
https://www.youtube.com/channel/UCBaB4eV9w9Pim4s7WX...	0	0
https://www.goodreads.com/user/show/82744751-mesa-libra...	0	0

Library Cards Issued

The number of library cards issued each month.

Summary Detailed Metadata

Library Cards Issued

2,909

Cards

6/1/22 - 6/30/22

On Track

Target 2,582 June 2022

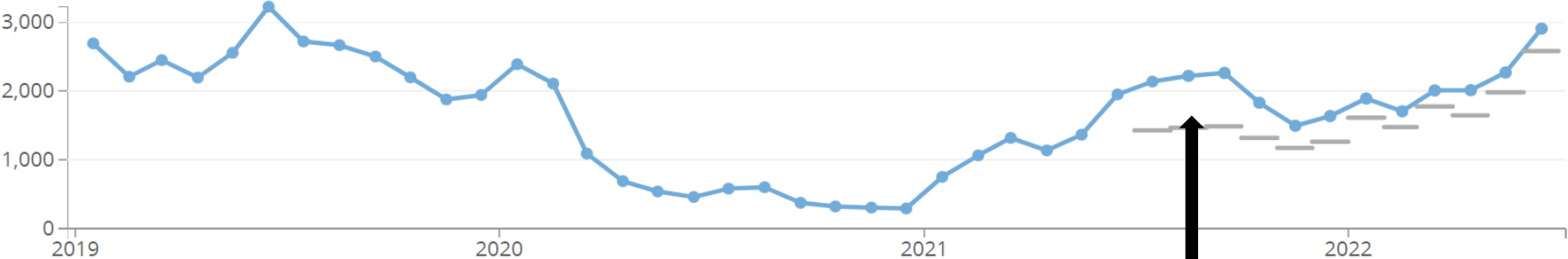


Chart Summary Table

[View Source Data](#)

Methods and Analysis

Methods

Sum the total number of library card issued by month.

Library uses nudge email in pilot study to launch citywide campaign for library card renewal

About This Measure

Reporting Period
Every Month

Calculation Type
Sum

4. Sustainability – Water Use Wisely Campaign


The Aim:

- Drive more traffic to the ***Water – Use It Wisely*** website from Mesa residents Increase the rate of voluntary compliance for code violations
- Conducted A/B testing on Facebook
- 2 Themes:
 - Conservation & Sustainability
 - Save Money




Conservation & Sustainability

Control
Design



City of Mesa, Arizona Government
Published by HAPI · 17h ·

🔥 Raise your hand if you lost some of your favorite plants during last summer's heat. Spring is the perfect time to select low water-use plants to beautify your yard while helping to conserve our precious water supply for generations to come. Water – Use It Wisely has the ultimate spring planting resource for you to do just that.
<https://www.waterplantitwisely.com/>



[WATERPLANTITWISELY.COM](https://www.waterplantitwisely.com/)
Water-Use It Wisely
Water -PLANT IT WISELY The Ultimate Arizona Spring Landscapin...

Learn More

Nudge
Design



City of Mesa, Arizona Government
Published by HAPI · 17h ·

🌱 Who doesn't want to have a beautiful landscape while saving the planet?! Your neighbor, with all the colorful flowers, already discovered our spring planting website that can help you create a yard with beautiful and easy-care plants requiring little water at <https://www.waterplantitwisely.com/> 🌿



[WATERPLANTITWISELY.COM](https://www.waterplantitwisely.com/)
Water-Use It Wisely
Water -PLANT IT WISELY The Ultimate Arizona Spring Landscapin...

Learn More

The Outcome – Conservation & Sustainability

	Impressions	Link Clicks	Link CTR	Spend	CPM	CPC Links	Post Reactions	Post Shares	Avg Session Duration
Conservation and Sustainability HAPI Version A	17,305	177	1.02%	\$100.44	\$5.80	\$0.57	21	5	0:00:06
Conservation and Sustainability Nudge Version B	17,092	258	1.51%	\$148.12	\$8.67	\$0.57	23	8	0:00:10
TOTALS	34,397	435	1.26%	\$248.56	\$7.23	\$0.57	44	13	0:00:08

Conclusion: Nudge Version B outperformed HAPI Version A in terms of clicks and click-thru-rate. The clear and concise headline relating to social norms resonated with residents more.

Saving Money


Control
Design



City of Mesa, Arizona Government

Published by HAPI · 17h ·

🔥 Raise your hand if you spent big bucks trying to keep your plants alive during last summer's heat. Save money each month on your water bill by replacing trees and shrubs you lost with beautiful, low water-use plants. Water – Use It Wisely has the ultimate spring planting resource for you to do just that. <https://www.waterplantitwisely.com/>



WATERPLANTITWISELY.COM

Water-Use It Wisely

Water -PLANT IT WISELY The Ultimate Arizona Spring Landscapin...

Learn More



City of Mesa, Arizona Government

Published by HAPI · 17h ·

🌱 Spend less on your water bill and more on summer fun! Check out the secrets of creating a beautiful landscape while saving money each month. Be sure to visit our special spring planting website for guidance, advice and ideas before things heat up next month. <https://www.waterplantitwisely.com/>



WATERPLANTITWISELY.COM

Water-Use It Wisely

Water -PLANT IT WISELY The Ultimate Arizona Spring Landscapin...

Learn More

Nudge
Design

The Outcome – Saving Money

	Impressions	Link Clicks	Link CTR	Spend	CPM	CPC Links	Post Reactions	Post Shares	Avg Session Duration
Save Money HAPI Version A	25,893	308	1.19%	\$170.81	\$6.60	\$0.55	31	8	0:00:23
Save Money Nudge Version B	11,308	121	1.07%	\$77.25	\$6.83	\$0.64	24	5	0:00:26
TOTALS	37,201	429	1.15%	\$248.06	\$6.67	\$0.58	55	13	0:00:24

Conclusion: HAPI Version A outperformed Nudge Version B in terms of impressions, clicks and click-thru-rate.

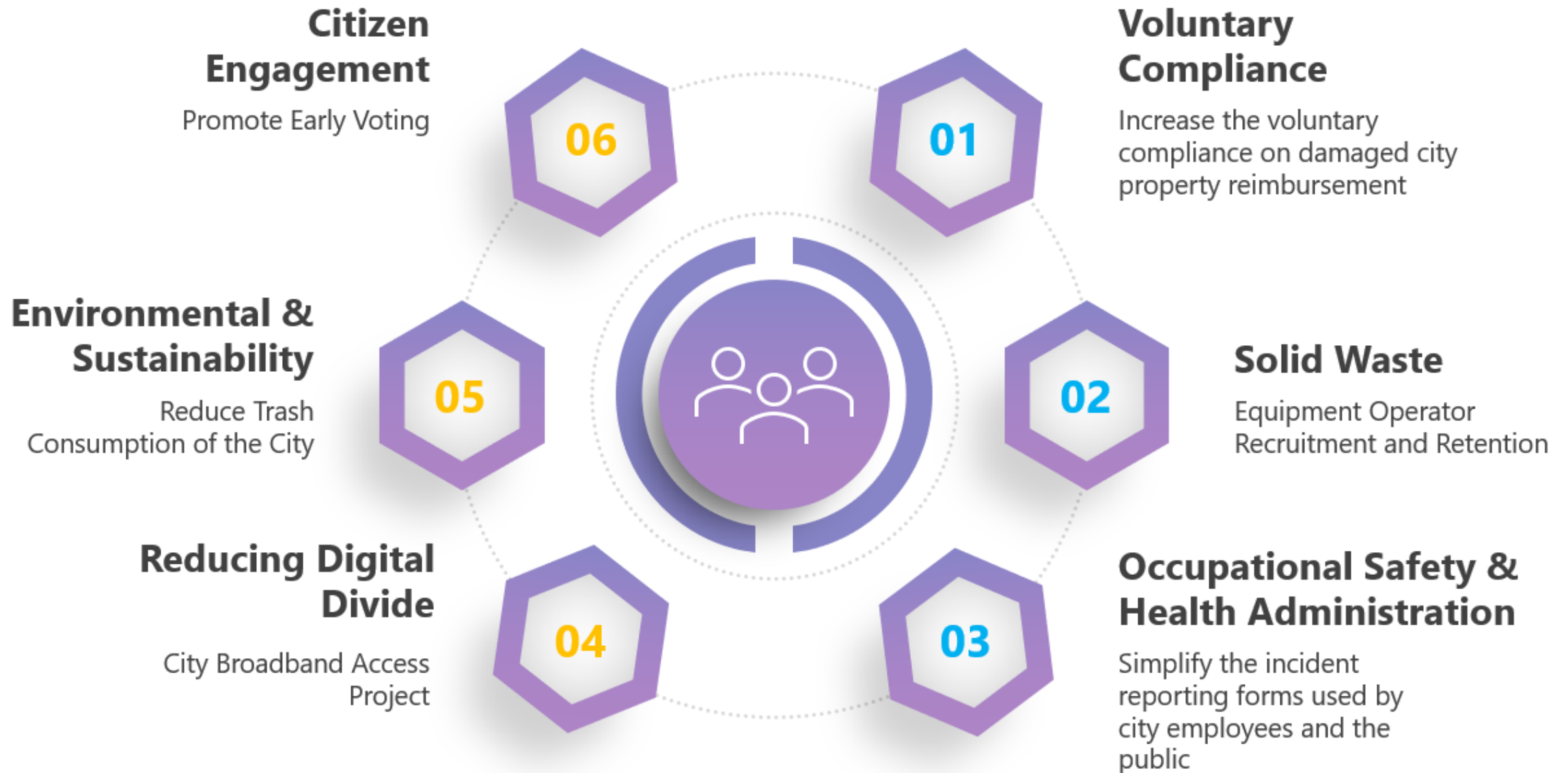
Lesson Learned

- Appeal to social norm works well on sustainability subject
- Appeal to mental accounting (spend less on plants and more on summer fun) and deadline (more likely to respond to deadline) may not work well on the sustainability topic





Ongoing and Future Nudge Projects





The Future of Mesa Nudge Team

A Thriving Nudge Community of Practice



Team Has Both New & Experienced Team Members



Maintain Impressions of Positive Gains - This is Worth My Time and Energy

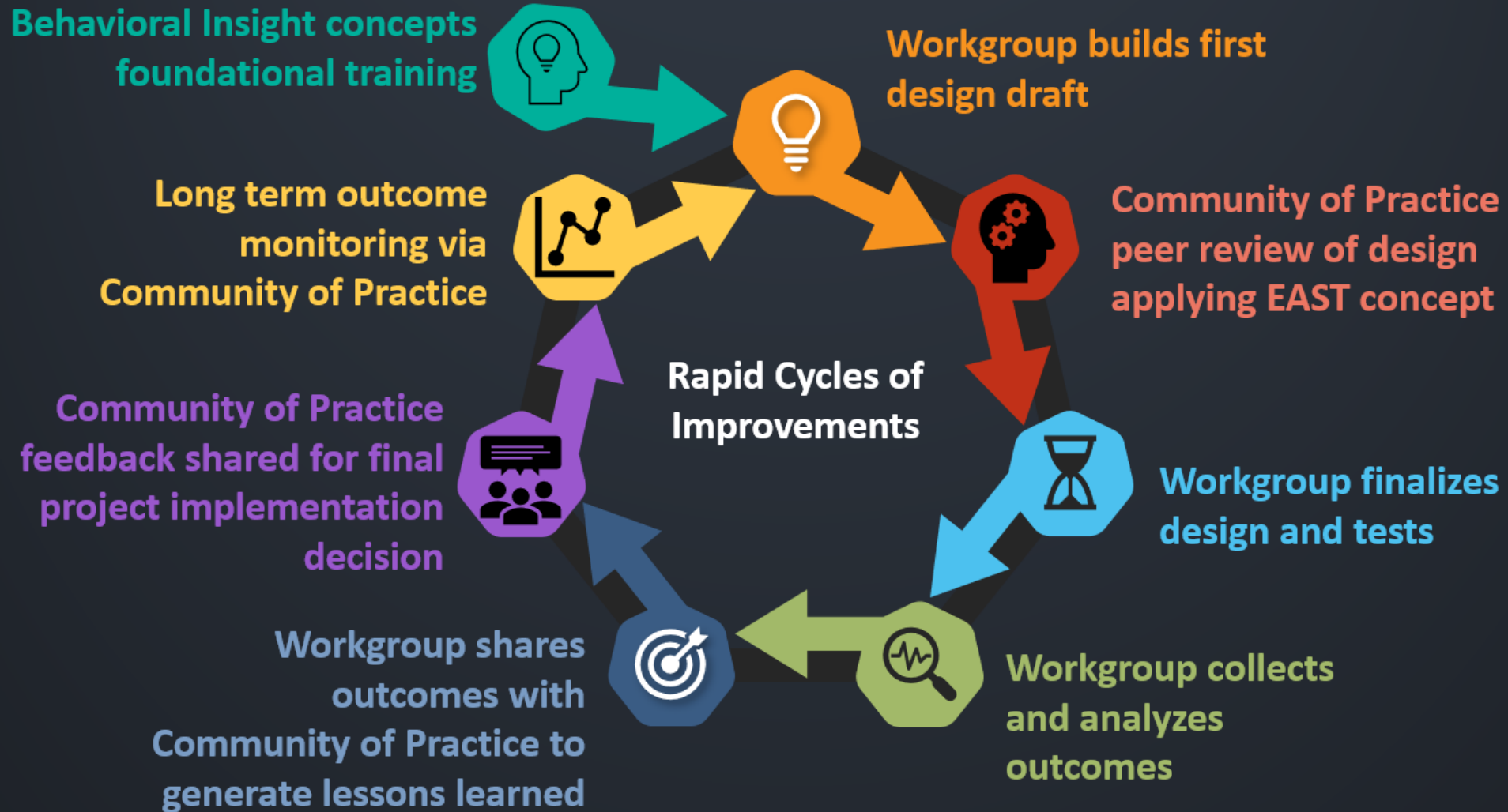


Behavioral Insight Concepts - Knowing & Using



Avoiding Workgroup Fatigue and Keeping Connections High

Continual Application of Behavioral Insights through City-based Case Studies



Questions!





Thank You!

Jolene Pomeroy & Joe Zhao



City of Mesa, AZ



NudgeTeam@mesaaz.gov



www.mesaaz.gov

