

IMPORTANT NOTICE: The City Council may consider applicant qualifications for the Council vacancy in executive sessions which are closed to the public, and then make the appointment in a public meeting. You have the right, however, to have your application considered in a public meeting by providing a written request to the City Clerk.

**CITY OF FLAGSTAFF
APPLICATION TO SERVE ON THE CITY COUNCIL**

RETURN TO: CITY CLERK VIA EMAIL AT STACY.SALTZBURG@FLAGSTAFFAZ.GOV

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: _____

YOUR NAME: _____

HOME ADDRESS _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

CELL: _____ HOME PHONE: _____

LENGTH OF RESIDENCY IN FLAGSTAFF: _____ PREFERRED PHONE: HOME CELL

Using additional pages, please answer the following questions in 250 words or less, per question:

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
2. Please give an example of when you were in a position of responsibility and others disagreed with you on how an important matter should be handled. How did you help resolve the issue?
3. What is your leadership style, please provide an example of your style in use.
4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?
5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?
6. What are your top three priorities for being a City Councilmember?
7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

I certify that I meet the statutory requirements of living within the corporate limits of the City of Flagstaff for at least one year, that I am over the age of 18 years, that I am a registered voter of the City of Flagstaff, ***and that I have read and understand the right to have my application considered in a public meeting by providing a written request to the City Clerk.***



Applicant Signature

1. I pride myself on always engaging in collaborative conversations and seeking multiple perspectives. If there is one group speaking the loudest, I believe I have a responsibility to seek out the softer voice, the opposite viewpoint, and gain a more holistic perspective on the issue. My goal would be to facilitate various forms of engagement to hear from the most diverse range of voices possible, whether that is through invitation to reach out through letter or email, setting up phone or video conferencing, or inviting social media outreach. I would also want to hear from the various neighborhood and community associations representing parts of our community. The channels available for civic engagement are as vast as the voices speaking into various issues facing our community; just as I value the diversity of voices and perspectives, I also hope to take full advantage of this diversity of communication channels. It is also important to note that my intention would not—nor would it ever—be to invalidate or “drown out” the strong constituency group speaking for one perspective. Their voices are just as valid as others sought to engage. However, community decisions require full community engagement. I would weigh all perspectives brought before me and make my decision based on a wholistic view of community well-being, not simply the voice that spoke loudest or nearest to my own admittedly limited perspective.
2. One of my responsibilities is navigating escalated resident concerns, which requires hearing both or multiple sides of an issue, gaining an understanding of the desired outcomes from each side, and working to come to consensus. In this role I often find myself at the intersection of the desires of a customer and the policies of a community and/or our company. This can often lead to strong disagreement from the resident with the proposed solution to mitigate their concerns. When this happens, I focus on maintaining strong communication, expressing empathy and understanding, and ensuring that the rationale behind a solution is understood. I explain that my objective is to collaborate with both sides to reach some level of satisfactory consensus. This means that I am not, in most cases, on anyone’s “side”; rather, I am a mediator between “sides” working to help all parties understand each other, what they want and need, and where compromise is possible. Across all the various volunteer roles and work functions I serve, I welcome “disagreement,” because I know that various lenses and perspectives are valuable to reach consensus. I want others to point out what my solution may be missing, just as I hope others are willing to hear the concerns I have, in addressing important issues. By being open and flexible, I believe stronger solutions are found that address a greater number of concerns than if only my perspective is considered.
3. I am a democratic, participative leader. I engage my full team in the process of achieving a goal or reaching a decision, even when I ultimately am responsible for the plan or decision. I value hearing every voice, even voices of dissent, because I believe it helps both ensure ownership of decisions and determine the best ways to communicate decisions that others may not agree with. For example, in two current roles as the Chair of the Housing Commission and Chair of the Coconino County African Diaspora Advisory Council, I practice democratic leadership by inviting the commissioners or council members to voice their opinions as I listen for common themes and seek to understand various perspectives on what is being asked of us. I then present the perspectives and present options for actions we might take. I avoid speaking my own perspective until others have had the opportunity, to avoid any assumption that my role

as “Chair” puts greater value on my opinion, and to avoid allowing my opinion to cloud or color the free expression of other thoughts simply due to my title-presumed authority. Likewise, as an apartment community manager, I sought input from my team on decisions or strategies and shared my final decision or plan with acknowledgement of the value of their input, individual or group discussion of why certain things were ultimately not included and ensuring everyone felt ownership in the plan they knew they helped develop.

4. As an advocate for the inclusion of affordable housing in all neighborhoods of Flagstaff, I would seek amendments to the Zoning Code specifically targeted toward reducing exclusionary zoning policies and expanding adoption of all housing types, including Accessory Dwelling Unit code standards. With a declared housing crisis and greater understanding of how exclusionary zoning has reinforced historical segregating policies ensuring inequity of access to both neighborhood development and broader housing needs, we are faced with an opportunity to examine the current code to determine where such exclusionary policies discourage sustainable development. What I would seek is an engaging discovery process of examining the code, in partnership with the 10 Year Housing Plan, developer partners, city and neighborhood stakeholders, and other essential voices and viewpoints, to identify which policies stand in the way of meeting Flagstaff’s affordable housing needs while also considering how such policies can be responsibly adapted, revised, or eliminated with foresight for sustainability into Flagstaff’s future.
5. Having taken part in the City of Flagstaff’s priority-based budget process, I have learned the importance of examining budget items through the lens of Key Community Priorities both exclusively and collectively. During the process through which I served, I worked intentionally to examine each budgetary consideration through the Community Priority our group was tasked with evaluating, before contributing input from a broader perspective. My approach would seek to balance the seven priorities by examining each ask for its greatest impact across each priority while also identifying primary community needs for the future. In terms of community needs, I would work to identify primary focuses for the upcoming fiscal year, and years, while considering things like declared community emergencies and anticipated needs impacting the sustainability of community infrastructure and development. I believe it behooves council to approach the budget process and policy development through means that ensure each of the priorities are given consideration, whether by direct appeal by council members or examination of policy and budgetary recommendations through the lens of its application and engagement of the priorities.
6. My top priorities are ensuring vibrant and engaged community, working towards sustainability and sustainable development, and encouraging neighborhood engagement and empowerment.

First, to ensure that Flagstaff further becomes and remains a vibrant, engaged community, it is important to work towards equitable access to community resources and neighborhood infrastructure. This involves working towards actionable initiatives meeting Flagstaff’s growing needs for affordable, attainable housing. In terms of community

health, which is essential to vibrancy, I believe we must move actively toward increased mental health awareness, advocacy, and access to resources meeting the diverse needs and backgrounds in our community.

Second, I believe Flagstaff will thrive as it continues pursuit of sustainability, through environmental stewardship, environmental justice, and sustainable solutions for our economic and infrastructural development. I hope to examine policies and practices to reduce and minimize waste and preserve community and environmental resources in ways that consider equitable access to community space, resources, and all those things that determine the health and well-being of our neighborhoods and citizenry.

Finally, I believe Flagstaff has a great opportunity to enact greater levels of neighborhood engagement and empowerment. As a community, Flagstaff is rich in culture and diverse history and heritage, with unique opportunities to acknowledge, celebrate, preserve, and engage the ongoing legacy of traditionally marginalized voices. I believe we have an obligation to ensure all people in our community have voice in our community, and to work toward engaging each neighborhood as part of Flagstaff's collective voice and story.

7. I am proud of my history of engagement with the diverse cultural communities of Flagstaff in pursuit of diversity, equity, inclusion, and belonging within our community. As reflected through my time as a member of the City's Commission on Diversity Awareness (CODA), as well as my service with the Coconino County African Diaspora Advisory Council (ADAC), the Southside Community Association (SCA), NAMI Flagstaff, and the Lived Black Experience Project, diversity, equity, and inclusion are my passion. Active engagement with DEI is part of my current work, and it remains part of my vision for Flagstaff to build bridges, establish meaningful relationships, and create sustainable partnerships across our community. I currently work, and on Council would continue to engage, with neighborhood and community organizations that seek to elevate the voices of the often-marginalized members of our community. I would continue working to make connections and engage with key contacts, to ensure that those often unheard and unseen in our community are given seats at the table and opportunities for vocal presence in important conversations for the development of our community. As expressed in the Lived Black Experience Strategic Plan as a vibrant example of engagement with diverse communities, I would continue to actively engage with community partners such as neighborhood and community associations existing in Flagstaff's historic neighborhoods to "continuously solicit input, feedback, and awareness" (p. 70).

Ms. Stacy Saltzburg, MMC, City Clerk
Flagstaff City Hall
211 W Aspen Avenue
Flagstaff, AZ 86001

Dear Mayor Deasy and Flagstaff City Councilmembers,

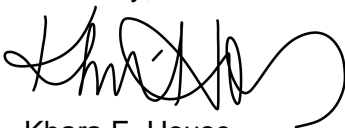
I am writing to express my strong interest in being appointed to the Flagstaff City Council. I believe that my extensive experience in board involvement, public service, and community engagement, paired with my passion for serving the people of Flagstaff and ensuring equity of voice and visibility among our diverse communities, would be great assets both to Council and to the city and people of Flagstaff.

My history of service and civic engagement includes service of the City's Commission on Diversity Awareness (CODA) and service as first Vice Chair and current Chair of the Flagstaff Housing Commission. My community engagement includes service as a board member of NAMI Flagstaff, Flagstaff Shelter Services, the Southside Community Association, and the Lived Black Experience (LBE) Project. I am proud of the partnerships fostered through this service, and of accomplishments resulting from this work including the development and adoption of the 10-Year Housing Plan, the adoption of the Lived Black Experience Strategic Plan, participation in and co-hosting of the monthly LBE CommUnity Dialogue series, etc.

I am deeply committed to public service, strong communications, and meaningful community partnerships to ensure all people—especially those who have been historically marginalized—are enabled in their voice. I am a skilled communicator with a proven history of sincere, effective, and trustworthy engagement with diverse people, groups, and organizations. My primary focus in my ongoing service to the people of Flagstaff, and my desire for service through Council, is to actively listen to and invite the engagement of the Flagstaff community in the decisions and processes shaping the future of this community. Flagstaff has been my home for just over 10 years, and as part of this community it is my sincerest desire to safeguard, preserve, and advance Flagstaff's unique character and culture through engagement of its diverse peoples and perspectives. I approach all matters with an analytical gaze and neutrality toward new information which enables me to thoughtfully consider varying perspectives and examine matters openly, evenly, and with the goal of achieving the most positive impact for the greatest number of community members. I seek and solicit as much feedback as possible to better represent the views and diverse perspectives of the people of Flagstaff, and would continue to bring this curiosity, insightfulness, and thoughtfulness to Council.

I look forward to further discussion of my candidacy and thank you for your consideration of the enclosed application.

Sincerely,



Khara E. House

[Redacted contact information]

KHARA E. HOUSE

EDUCATION

Master of Arts in English, May 2011

Northern Arizona University, Flagstaff, AZ

Graduated with Distinction, 4.00 GPA: Member Gamma Beta Phi National Honor Society, Golden Key International Honor Society, Phi Kappa Phi Honor Society, Sigma Tau Delta

Bachelor of Arts in English with Writing Emphasis, May 2008

Messiah College, Grantham, PA

Magna Cum Laude, 3.66 GPA

RELATED EXPERIENCE

Director of Community Engagement

July 2019-Present

Bella Investment Group, Flagstaff, AZ

- Ongoing support of all property management operations, including multifamily and single-family properties
- Overseeing public relations, community engagement, and the establishment of various business and community relationships
- Partnership in oversight of corporate social giving
- Various operational support functions including escalated resident concerns, property support and training, research and development, marketing research and program development, etc.

Property Management and Operations Coordinator

July 2017-July 2019

Bella Investment Group, Flagstaff, AZ

- Directly supporting the President of a multifamily company in Northern Arizona with duties including management of single-family assets, resident relations, and reporting oversight
- Providing ongoing property support, training, mentorship, etc.
- Assisting with market research, data analysis, business engagement, and other operational support functions

Property Manager

July 2014-July 2017

Bella Investment Group, Flagstaff, AZ

- Managing 264-unit multifamily housing community; increases in occupancy each month of management, including an 8% increase in summer occupancy and average 2-5% monthly increase in retention; under management, property experienced regular increased rental income and net operating income
- Facilitating all elements of property management, including marketing, increasing, and retaining occupancy, budget management, hiring, organizing, and overseeing resident events, maintaining partnerships with local university/businesses, etc., and oversight of monthly residential blog postings
- Oversight of hiring and training of new and current employees, as well as development of new hire and current team member training materials
- Customer service focus based in maintaining positive customer relationships with residents, campuses, and business partners, hands on property management including ensuring curb appeal, development of multi-property blog content focused on apartment life and community development, and direct marketing and social engagement with residents, local universities, businesses, etc.

Assistant Property Manager

January 2013-July 2014

Bella Investment Group, Flagstaff, AZ

- Assisting the property manager in effectively managing the property, and assuming all responsibilities associated with accomplishing property goals including marketing, social media engagement, and other administrative tasks
- Training newly hired team associates in operating procedures and accepted business practices of the company
- Maintaining residential and financial records including all rents, deposits, and application fees, preparing invoices, tracking delinquency and resident activity, and maintaining positive customer relations attitude while addressing the needs of current, future, and past residents and other local business partners

(Khara E. House Resume, Page 2)

English Instructor

August 2011-December 2012, (Cont.)

Northern Arizona University, Flagstaff, AZ

- Working to ensure student advancement and achievement in ENG 105 (First-Year Composition) and ENG 371 (Intermediate Poetry)
- Generating curriculum, lesson plans, handouts, and study aids to ensure academic success and clarity of concepts, learning expectations, etc.; Providing academic support through one-on-one tutoring, advisement, student engagement, etc.
- Providing presentations, marketing, workshops on behalf of the Graduate College, University Writing Program, etc.

Graduate Teaching Assistant

August 2010-May 2011

Northern Arizona University, Flagstaff, AZ

- Serving as an instructor of ENG 105, ENG 100, and within the University Writing Center
- Generating curriculum and study tools to enhance students' understanding of complex writing skills, assignments, etc.
- Providing presentations, marketing workshops, etc. to enhance student knowledge and advertise Writing Center services

ACCOMPLISHMENTS, LICENSES & CERTIFICATIONS

- Community Engagement: Coconino County African Diaspora Advisory Council, City of Flagstaff Housing Commission, City of Flagstaff Commission on Diversity Awareness, Flagstaff Shelter Services, Lived Black Experience Community Coalition, Southside Community Association, Flagstaff Young Professionals, NAMI Flagstaff, NAACP Flagstaff, Arizona Multihousing Association Board of Directors, Arizona Multihousing Association Government Affairs Committee, Arizona Multihousing Association Charitable Foundation/Big Hearts Committee, National Apartment Association Diversity Equity Inclusion Committee, National Apartment Association GIVES Committee, National Apartment Association NextGen Committee
- Honors & Awards: 2021 NAA Emerging Leader Recipient, 2021 AMA Tribute Award Recipient (Corporate Employee of the Year), 2020 Flagstaff Key to the City Recipient, 2018 ATHENA Award Program Young Professional Finalist, 2017 AMA Tribute Award Recipient (Property Manager of the Year – Outside the Valley), 2017 AMA Tribute Award Nominee (Team & Community of the Year Outside the Valley), 2015 AMA Tribute Award Nominee (Team & Community of the Year Outside the Valley)
- Licenses & Certifications: Certified Apartment Manager (CAM); Arizona Real Estate Salesperson; Diversity, Equity, and Inclusion in the Workplace Certificate (USF); Mental Health First Aid

WORK RELATED SKILLS

- Housing/Property Management: Arizona Real Estate Salesperson licensee, Certified Apartment Manager (CAM), marketing, team building, event coordination, Section 8 Housing Choice (HUD) vouchers, social media strategy, conflict resolution, public relations and relationship development, property maintenance oversight, budget oversight, reporting and analysis, strategic problem solving, project management, experience in student housing management and undergraduate residence life
- Writing Skills: Writing, editing, proofreading, experience creating online and print marketing/advertising and effective company/corporate training guides, manuals, etc.
- Computer Skills: Microsoft Word, PowerPoint, Excel, Publisher; Microsoft Windows XP/Vista/7/8/8.1/10; FrontPage, Basic web-management/design/HTML
- Proficient in web research; familiar with developing web-based content, social media engagement, online marketing, and online community management; facilitation and development of diversity, equity, and inclusion programming and education modules; youth and adult mentorship; mental health first aid; community grassroots programming and local, statewide, and national advocacy